Local Govt. Service
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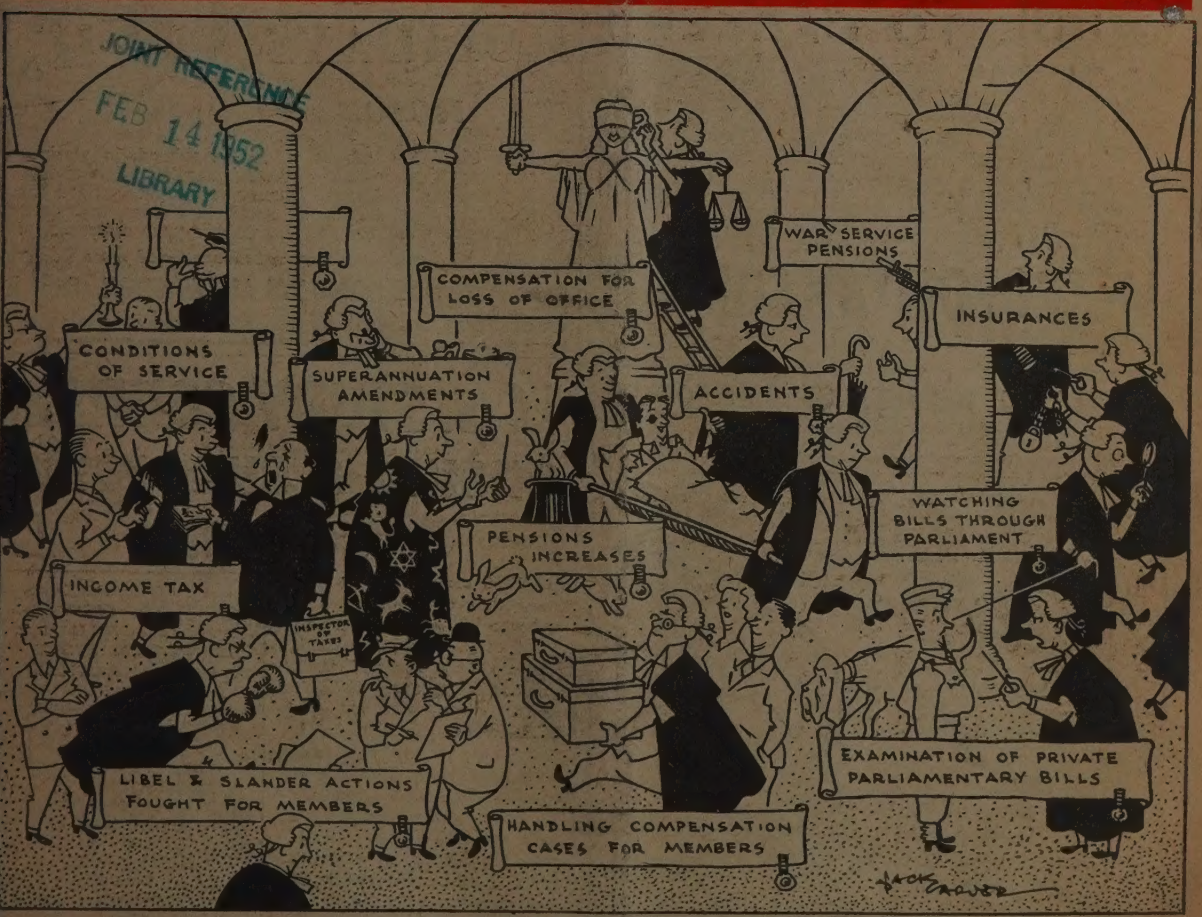

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New pay claim tabled

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February 1952

Volume 27 Number 2

OFFICIAL JOURNAL OF NALGO

LGS

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Another pay claim

THE NEWS we publish this month of further claims for salary increases in all the services covered by NALGO will be welcomed by members everywhere. Although it is only nine months since the last local government increase took effect, and an even shorter time since increases were applied in the other services, the cost of living has continued to rise at an accelerating rate—it rose by more than ten per cent last year—with the result that, in terms of purchasing power, most members are today no better off, and some are worse off, than they were before the 1951 advance.

By contrast with the last claim which, on the instructions of Conference, was preceded by widespread national publicity, the current negotiations are being conducted in private. There is much to be said for this policy. Although it calls for patience on the part of members, and confidence in the negotiators they have elected, it greatly eases the task of negotiation (on both sides), is in keeping with the principles of joint bargaining, which is more likely to succeed in the calm, informal, and friendly atmosphere of the committee-room than in the heated glare of the platform, and is therefore better calculated to lead to a satisfactory result. Because of this privacy, we can neither disclose what the staff side has suggested nor speculate on what it is likely to get. But the recent increases granted to civil servants and to the L.C.C. staff give hope that it will not be negligible.

One aspect of the negotiations can, however, be mentioned. The staff side has suggested that, after the new increase has been agreed, salaries should be linked with the national index of wage rates—which would mean that, as wages generally increased, salaries would rise automatically in step with them.

This idea—which was proposed by the civil service in its recent negotiations, but rejected by the Treasury—offers many advantages today. It would mean that, so long as prices continued to rise, and wages with them, NALGO members would maintain their position, without the need constantly to put forward fresh claims, each inevitably lagging behind the rising curve of costs: and, by relieving the various National Joint Councils of repeated wage negotiations, it would free them to consider other matters in an atmosphere from which the emotions often aroused by such negotiations had been removed.

On the other hand, its adoption would mean that, if prices and wages fell, salaries would fall with them—for a sliding scale can slide down, as well as up. But that is an unlikely event at a time when most experts expect the rise in prices and wages to continue: and, in any event, since it is what we can buy that counts, few of us would worry over a fall in income if it were preceded by a fall in prices.

Indeed, many would welcome such a change. As we have repeatedly stressed, inflation brings happiness to none save the spivs and profiteers. In such a time, the salaried public servant, whose labours produce not cash profits but communal wellbeing, inevitably falls behind in the race up the spiral staircase. Whilst economic need compels him to join in the ascent as best he can, he can work and live best on a level economic surface and will be the first to welcome any approach to that.

And, as every wise economist and politician has told us, the only way to economic stability is through greater efficiency, leading to higher output. If the public services can increase their output—do more work with the same hands or the same work with fewer hands—they will be able fairly to claim a bigger slice of the national cake.

Steps to efficiency

Can we increase efficiency? We posed this question last October. Since then, members in all services have offered their suggestions. These are, in the main, neither original nor epoch-making, and most deal with relatively minor points of administration or practice. But that is no disadvantage. As Mr. Churchill found during the war, it is often the little things that cause the greatest dislocation, and minor reforms can do more good than major revolutions.

For local government, the improvements suggested can broadly be classified into three groups: greater delegation of executive power, from the Government to local authorities, from councils to committees, from committees to chief officers, from chiefs to subordinates; the simplification of administrative routine; and higher personal efficiency on the part of officers of all ranks. The need for greater delegation from Whitehall to council and from council to committee, has already been stressed by the Local Government Manpower Committee. Its extension from committee to officer is a logical corollary. Though few,

such, have left to take more gainful non-nursing occupations. Such is one result of the delay in straightening things out.

A further anomaly is that V.D. orderlies in the hospital wards, obtaining S.E.A.N. qualifications, are employed as "assistant nurses," while clinic staff holding the same qualifications, and undertaking even more responsible duties, are employed as "orderlies" at the lowest rate of pay.

The medical director is perturbed at the low standard of technical knowledge of the replacements supplied to the clinics, and, while such conditions continue, the future outlook for recruitment of suitable clinic staff is as bleak as the prospect of maintaining the previous high standard of efficiency in V.D. out-patient departments.

INTERESTED OBSERVER

LOCAL SELF GOVERNMENT
Do we practise what we preach ?

TWO SENTENCES in the December "L.G.S." made an interesting comparison.

Page 657 : *Heading*—There *is* scope for enterprise in local government ; first paragraph: "Despite the drastic reduction in the powers and duties of local authorities since 1945 . . ."

Page 665 : *Heading*—Germany's doubtful democrats ; in the second paragraph : " It was part of the British aim to provide the citizens with the opportunity to administer their own affairs, free from the central direction which was a salient feature of pre-war German local government."

Is this a case of " Do as I say and not as I do " ?

West Midland Gas Board, Birmingham District. R. HAIGH

LOANS FOR HOUSE PURCHASE
Information wanted

I HOPE to complete, by the end of March, a study of the history and administration of local authorities' house purchase loan schemes under the provisions of the Small Dwellings Acquisition Acts or Housing Act 1936, for the Institute of Public Administration. Since there must be many members of NALGO who are or have been responsible for administering these schemes, who could add interesting information from their own experience, I am appealing to them to send me letters or short reports.

My own experience covers a period of more than 25 years, but much depends on the district, local conditions, activities of the building societies, and so on, and comments from other areas would therefore be valuable. They may deal with any aspect ; historical, legal, organisation and method, or any specific problem which may have arisen.

" Caledonia," Grove Road, Bladon, Oxon. S. CRESSEY

HOLIDAY CENTRES
Preserve informality

AS ONE who has " Enjoyed Croyde " for at least nine seasons, I strongly object to the suggestion made by " Whatsit " in the January journal that more formal dress should be worn at the NALGO holiday centres.

The unwritten law against collars and ties was introduced many years ago in an attempt to keep the camp as informal as possible, but this has never, to my knowledge, been strictly enforced on any camper, much less on elderly people.

On " Ladies' Night," when the women honoured us by appearing in their evening gowns, we used to return the compliment by wearing white shirt and cream flannels. Nowadays, " greys " are not considered discourteous.

The growing tendency for the younger generation—even the three-year-olds—to wear ties spells danger to the " old 'uns," who are afraid that before long it will be " white tie and tails " for dinner. No, " Whatsit " ! Leave Croyde as it was in the good old days—and, ladies, please, *no stockings.* " HUMPTY "

This local government

" A discussion ensued on the new street lighting columns."
Sent by Miss M. C. Hamilton, Prestwich

A BRANCH JUBILEE
How many contemporaries ?

THE FIFTIETH anniversary of the inauguration of the Lambeth Municipal Officers' Association takes place in March next. I wonder how many properly constituted associations of local government officers existed in March, 1902 ?

Lambeth Town Hall, Brixton Hill, S.W.2. S. BRADLEY *Hon. General Secretary*

Foresight's bagpiper

YOUR impersonal and soulless " Foresight" gave one hint of humanity—when he " met Margaret dancing to pipe music at the Edinburgh Conference." But why illustrate the incident with a picture of what appears to be a Gurkha soldier carrying on his shoulder a contraption which only a contortionist could control? What is this thing and how does it work ?

Glasgow. JOHN LIVINGSTONE

Apologies to all Scottish readers, who have "laughed like parrots at this bagpiper." In future, our artist will stick to the mouth-organ !

Headquarters announcements

Holidays by air

MANY OF THE continental " flying holidays" arranged by NALGO and described in the December " L.G.S." are already fully booked. But there are still vacancies on the following holidays, and members wanting a complete continental holiday at a total cost *less than the normal air fare* should make a provisional booking at once.

By air, with 14 days at hotel

Biarritz : May 24 & August 30—£34
Gothenburg : June 21—£42
Wengen : June 28—£36 10s.
Vienna and Portschach : July 7—£41 10s.
Lugano and Lucerne: August 24—£38 10s.
Salzburg : September 6—£39

By train, and 12 days at hotel

Neuchâtel : August 3—£25 10s.
Brienz : August 24—£29 10s.
Mentone : July 6—£32

Life membership of B. & O. Fund

MEMBERS are still applying for life membership of the fund, at the rate of £2 2s. The fee was increased to £3 3s. at the last Conference.

Knole Lodge

NALGO's own convalescent home, Knole Lodge, is the ideal place for members or their dependants recuperating from, or warding off illness. The cost is 5½ guineas weekly, and members of the NALGO Provident Society will receive benefit of four guineas weekly, for two weeks. The B. & O. Fund will also help applicants in cases of genuine hardship. Hospital Savings Association and Hospital Saturday Fund contributors qualify for the usual benefits when using Knole Lodge.

Menu covers

A new stock of B. & O. Fund menu covers will soon be available at 25s. a 100. Proceeds go to the Fund.

Whist score cards

The B. & O. Fund provides score cards free to branches holding whist-drives to raise money for the Fund, or they may be bought at 3s. 6d. per 100

MY BOOKSHELF

by EDWARD KAY

NEVILLE HOBSON'S **The Borough, Urban and Rural Councillor,** on which I wrote with some enthusiasm in this column in February, 1947, has been turned into a more ambitious publication by PETER DOW under the title **Hobson's Local Government** (Shaw, 84s.). It is a 1,300-page local government encyclopaedia, arranged alphabetically by subjects, well-indexed and simply written. The articles dealing with local authority procedure, such as those on meetings and standing orders, bear the impress of a logical and experienced hand.

Unfortunately, the other articles contain some inaccuracies and the writers do not seem clear in their own minds whether they are dealing with county districts only or with all local government. There is a tendency, too, to waggish or didactic writing: we don't look in an encyclopaedia for advice on keeping offices free from litter nor for an article on "women" with the portentous comment: "Let there be many more women on local authorities; but, *entre nous*, not too many." There is a sound little article on NALGO and a slight but accurate account of Whitleyism; no other local government trade union, however, gets a mention.

Our towns in history

A hundred years ago, trade in corn was made free in this country; the Industrial Revolution had reached its culminating point; a major milestone in history had been passed. The people of Manchester rightly see in the Free Trade Hall a symbol of such stirring achievements. Built to help the anti-Corn Law party in its campaign, it has been the scene of many historic meetings and the centre of rich political and cultural life. Its interior was destroyed by the Germans in 1940 and has now been reconstructed by the corporation in a style better suited to modern needs. A brochure which merits serious reading commemorates the re-opening and justifies the lord mayor's claim that "the name of Manchester shines in the realms of culture, of music, and of scholarship. Her name is great in the fields of religion, politics, industry, commerce and sport." For a full and vivid account of what Manchester does today and how she manages it, you should read **Manchester and How it is Managed,** published by the Municipal Information Bureau.

On a smaller scale, but equally characteristic of our national life, is Swindon, a lively market town before the Great Western Railway built a new town and set up a great new industry there. The corporation celebrated the jubilee of the town's incorporation (when the old and the new towns were made administratively one) by publishing **Studies in the History of Swindon** (10s. 6d.). It covers a wide range—from prehistoric to modern times—somewhat unevenly, but the essays, though making no attempt at popularisation, are for the most part readable.

Youth work

Two Glasgow university research workers, T. FERGUSON and J. CUNNISON, in **The Young Wage Earner** (Oxford, 8s. 6d.) publish a study of 1,300 Glasgow boys who left school in 1947. They do not suggest how many of the boys might have been diverted from the unsatisfactory courses into which they drifted, but they make a valuable analysis of the causes, among which bad housing and poor physique predominate.

Other books received

(The asterisks indicate the interest of the book's contents for NALGO *readers, not necessarily its qualities. One asterisk means that it has some interest, two that it has considerable interest, and three that it is strongly recommended.)*

***Youth Employment Service,** 1950–1951. London County Council.

***Hotel and Institutional Housekeeping.** Edited by O. G. GORING. Published by the Hotel and Catering Institute, 12s. 6d.

***Regional Administration** (of Central Government) by I. G. GROVE. Fabian Society, 1s.

****The Evolution of Local Government,** by SIDNEY WEBB (1889). Municipal Journal, 3s. 6d.

****The Health Services: some of their practical problems.** Allen and Unwin for the Institute of Public Administration, 10s. 6d.

***Training and Promotion in Nationalised Industry.** Allen and Unwin for the Acton Society Trust, 10s. 6d.

***Office Management: the tasks of getting things done.** Office Management Association, 7s. 6d.

At Random

by 'HYPERION'

Cheering news for C.D.O.s

Protection against the atomic weapon and all that accompanies it, is really incredibly simple . . .—*Letter in Southern Daily Echo.*

Money—and your life

A man was crossing some waste land and came to a pylon carrying electric cables. At its foot was a huge notice board, which said in large white letters on a black background:

"To touch these wires means instant death. Anyone found doing so will be fined 40 *shillings."*

The curse of science

Schoolboy: "I used to stay home all week with a cold. Along came these miracle drugs, and now it's back to school the next day."

Aye, you've met him

"What is a sensitive person?" said the cracker to the Roman candle.

"A person who, because he has corns himself, always treads on other people's toes," answered the Roman candle in a low whisper; and the cracker nearly exploded with laughter.—*Oscar Wilde.*

Obvious

They say that when police were put on to the exits of the South Bank site to prevent thieving during the building of the Festival, one labourer was often stopped as he wheeled out a barrow of straw. Determined to run no risks, the police always thoroughly searched under the straw and found nothing. The other day one of the policemen saw this labourer in a pub and said: "Well, the Festival is over now and whatever you got away with, you might as well come clean. What were you taking when we searched your barrow?" Said the labourer: "Barrows, of course."—*New Statesman and Nation.*

Psychology

Miss Georgina P. Mathie, principal psychologist, County of Stirling, quoted the case of a nine-year-old boy who ran amok with a hatchet in the large family of which he was a member, saying, "There are far too many bairns here." She showed how by psychological treatment he became completely adjusted and several years later he was working a guillotine in a printer's establishment.—*Rossshire Journal.*

A joy either way

There's a difference between beauty and charm. A beautiful woman is one I notice. A charming woman is one who notices me.—*John Erskine.*

With the gods

Those on wages
Sit near stages;
Those on salary
In the gallery.

—Christian Science Monitor.

What, no miasma?

He mentioned that baths first came into fashion in the 'fifties, and caused much annoyance to a certain old colonel since they encumbered the officers' luggage. "These young men," he complained, "keep washing themselves till there is not a bit of natural smell about them."—*E. S. P. Haynes.*

probably, would go so far as the librarian who would have his committee meet once every six months only, many will share the views of the architect, the engineer, and the sanitary inspector—all technicians, it will be noted—who plead for the chance to get on with the jobs in which they are expert, free from the constant interference of the untrained layman. Direction of policy by a council of elected laymen is the cardinal principle of our democratic system, and few, today, are likely to challenge its virtues. But there is a sound case for urging that the council should confine itself to broad policy, allowing the officer the utmost freedom to do his job within the limits of that policy.

Higher pay for best men

There is a good case, too, for simplification of routine and cutting of that "red tape" which bedevils all administrative systems. But success in doing that is largely dependent on the third proposition—better trained and more efficient officers. So long as a staff consists largely of relatively low-paid clerks, so long will it be necessary to control their actions by precise administrative direction. If local authorities are to grant more personal initiative to their officers in all ranks—a measure which would contribute more, perhaps, than any other to service efficiency and "productivity"—they must first be satisfied that the officers are of the calibre, in personality and training, to exercise that initiative. That is the kernel of the educational and service conditions policy which NALGO has advocated for many years. We believe in a highly trained and highly paid service because we know that such a service will be the most efficient and therefore the most economical. We have not reached that objective yet. But we are approaching it, and it is for the authorities to play their part, by seeing that the training is available and that the trained man is adequately rewarded.

Space forbids discussion of the separate suggestions put forward by members in the health and utility services. Where they are not similar to those made for local government, they are more tentative: inevitably so, since the services in their present form are new and feeling their way. Here again, however, the emphasis put on better training is significant. Whatever the service, the answer is the same. Service efficiency depends on staff efficiency—and staff efficiency depends on getting the best man for the job, giving him the best training, and paying him the salary his abilities and experience deserve.

Education not enough

It was interesting to see this argument stressed in the "Gas World" recently. Approaching the topic from another angle, the article declared that education was the most pressing of all problems confronting the gas industry. Gas boards, it declared, were drastically reducing the number of senior posts—with the result that brilliant young men were no longer being attracted to their service. "The gas industry, therefore," it declared, "will have to content itself with accepting second-rate material and turning it into first-rate by selection and training." But is this possible? Can you train a sow's ear to become a silk purse? Of course you cannot. If the gas industry, the electricity industry, the transport industry, the health service, and local government, want first-rate material—as they must, if they are to be efficient—then they must train it: but, more important still, they must first recruit staffs of the quality to profit from that training.

"Revolt in a tea-cup"

THAT the "revolt" of the big branches of NALGO which hit the headlines of the local government press and some national newspapers some weeks ago was no more than a storm in a branch magazine editor's tea-cup was neatly demonstrated at last month's meeting of the N.E.C. service conditions committee.

The "revolt" began last July with a leading article in the Manchester "Guild Journal," suggesting that, if all the big branches seceded from NALGO and formed a separate association, they might be more effective in protecting the interests of their members.

This was quoted in November by the Coventry branch magazine, "Camera Principis" which, after describing it as a "dynamic challenge" and "fighting talk," added:

"While the energies of head office are devoted to the welfare of gas clerks in Cornwall or road haulage tallymen in Totnes, Conference has been taken over by the multitude of small branches which are represented by the same reactionary backwoodsmen year after year . . . If Birmingham cared to join in with Manchester, Coventry, and Glasgow (already in revolt), a very handy fighting trade union, more than 10,000 strong, would be able to affiliate to the T.U.C. and then to talk to the employers about salary increases in blunt terms. In less than twelve months, the branches of most other large towns would be begging to come in."

Soon after this appeared, Headquarters asked the Coventry branch about it. It was told that neither the branch nor its executive had adopted any resolution about calling a conference of branches with over 1,000 members.

No strength through splintering

At about the same time, the Birmingham Guild called an informal conference of branches covering areas in which civil service salaries are "weighted," to discuss provincial "weighting" for local government officers and other matters of common interest. Lest those who saw the press publicity given to the Coventry article might suppose that there was some connection between it and this proposed conference, the Guild told the branches it had invited:

"When my branch first considered the possibility of such a conference, there was no idea that other branches . . . would at the same time decide to voice views concerning segregation from NALGO. It was and is *not* the view of my branch that the conference should consider such a possibility."

Later, at their annual general meetings, Manchester branch adopted a resolution declaring that the article in the "Guild Journal" did not express the views of the branch, which reaffirmed its loyalty to NALGO and opposed any action intended to weaken or divide the Association; and Birmingham adopted a resolution declaring its view that the interests of members could only be safeguarded by 100 per cent membership of the Association.

Thus the "revolt" is revealed for what it was—an editorial *jeu d'esprit*, disproportionately magnified by publicity. Of course, members of big branches have their grievances, as also have those of small: it would be a dull world if we had nothing to grouse about. But grievances cannot be remedied by threats of secession and starting splinter movements. In trade unionism, as elsewhere, it is strength that counts—and there is little strength in the splintered hammer.

It is the aim of "Local Government Service" to encourage the fullest freedom of opinion within the Association. Unless the fact is stated, therefore, views advanced, whether in the editorial columns or in signed articles, should not necessarily be regarded as expressing the considered policy of the Association.

HEADQUARTERS AT WORK—3.

The legal department

Left to right : H. J. Reynolds, J. G. Haley, T. Hales, G. John.

" The Qualities wherewith a Solicitor ought to be endued to make him Compleat :

First, he ought to have a good natural wit.
Secondly, the wit must be refined by education.
Thirdly, that education must be perfected by learning and experience.
Fourthly, and, lest learning should too much elate him, it must be balanced by discretion.
Fifthly, to manifest all these former parts, it is requisite that he have a voluble and free tongue to utter and declare his concepts."

THESE lines, written nearly 300 years ago, might well have been the yardstick used by the National Executive Council in appointing the staff of its own legal department.

That staff comprises three " compleat " solicitors : TIMOTHY HALES, formerly town clerk of Bewdley, the legal officer ; GWYLYM JOHN, until 1950 deputy town clerk of Barnstaple, the assistant legal officer ; and J. GORDON HALEY, assistant solicitor, together with H. J. REYNOLDS, managing clerk, and a clerical staff of five.

What manner of men are these who spend their working lives in what is, to the layman, an alarming world of Bills, statutes, orders, writs, and dog Latin ? All are far removed from the traditional dry-as-dust lawyer.

Mr. Hales finds his antidote to delving in legal tomes and matching wits with learned Counsel in outdoor sport, and music. A former captain of Chester Rugby Football Club and Bridgnorth Cricket Club, he once scored a century for the Gentlemen of Shropshire. He still plays for the Law Society, for whom, in a match against the Bar, he has shared an opening stand of 150 at the Oval.

Mr. John is an adept linguist, speaking French, German, Persian and Arabic, and is one of probably few people in the Western hemisphere who can read the Koran in the original ; Mr. Haley relaxes from law with his oboe, piano, or recorder; and Mr. Reynolds devotes his spare time to joinery.

But what of their work ? It is complementary to that of the service conditions department and can be divided broadly into two sections : legal advice and assistance to members, and parliamentary work.

Every year, the department helps more than a thousand members to solve the manifold legal problems in which they become involved. Recently, for example, it has :

Issued a writ to recover payments due to a surveyor on a housing contract.

Helped a branch, by engaging leading Counsel to represent it at a public inquiry, successfully to oppose transfer of county offices to another town.

Issued a writ on behalf of the widow of a member for sickness payments due to him, but over which there had been some confusion because of his transfer from a local authority to a nationalised service.

Taken High Court proceedings to resist reduction in a member's compensation for loss of office.

Secured damages for a clerk of works injured when he fell 15 feet through a ceiling.

Successfully claimed compensation for the widow of a member who died from smallpox contracted when inspecting infected premises.

Recovered damages in civil proceedings for a rate collector who was assaulted by a householder.

Helped a member to defend a claim made against him by a widower and children who blamed him for an explosion which had injured them and resulted in the wife's death.

Issued a writ to recover superannuation wrongly deducted while a member was absent on war service.

Successfully taken war pensions appeals on behalf of members incapacitated through a wide variety of ailments.

And here, in greater detail, are a few of the most interesting cases taken up by the department during the past two or three years :

A general hospital nurse fell ill with what was first diagnosed as pneumonia, later as pleurisy, and finally as tuberculosis.

The hospital management committee rejected her claim for compensation on the grounds that her sickness was the direct result of her work. NALGO investigated, found that she had been in contact with T.B. patients in the course of her duties, and obtained medical reports and specialists' opinions which confirmed that she had been suffering from T.B. since the beginning of her illness. The Association therefore prepared to take the claim to arbitration under the Workmen's Compensation Acts, but the day before the hearing the Ministry of Health admitted liability and a settlement was made for close on £200 in payment of arrears, and thereafter weekly payments of £2.

A woman clerk in a treasurer's department was injured when she caught her foot against a projecting flagstone while on her way to the council offices. After a long time she still complained of pain, though her doctors maintained that no muscular or other damage remained from her injuries. NALGO *issued a writ against the corporation, which offered* £75 *in settlement. This was rejected, and the case was fought in the High Court, where—although a local authority is not legally responsible for non-feasance and the corporation alleged that the woman had been guilty of contributory negligence—she was awarded* £500 *damages.*

£2,500 for fall

An electricity meter reader, finding that a meter at a farm-house was placed too high for him to reach, borrowed a ladder belonging to the consumer. A rung snapped and he fell, fracturing a vertebra and dislocating his spine. A claim was made against the Board, on the ground that it had a duty to provide a safe system of working, and, after negotiation, was settled for £2,500.

A local authority timekeeper on a building site saw a motor van owned by the electricity department running backwards downhill towards a child who was playing in the road. He ran into the road, threw the child to safety, but was himself struck by the van and seriously injured. Later, although his doctors considered that he had recovered, he found that the accident had so undermined his confidence that he could no longer do his work. Though the claim was complicated by the questions whether the person in charge of an unattended vehicle which moves off downhill is under any duty towards a man who deliberately runs into its path, and whether a man is ill if he thinks he is ill though his doctors do not, NALGO *obtained a payment of* £650.

An assistant distribution superintendent for a corporation gas department was injured when a suit-case fell off the rack when a train in which he was travelling stopped suddenly. Thereafter he had constant headache for which he had medical attention, but continued work with only intermittent periods of absence until he retired. He reported the accident to the railway company immediately, but it was not until nearly three years afterwards that he asked NALGO to take up his claim for compensation. NALGO pressed the claim and obtained £1,225 damages.

All these, and many other similar cases, come within the scope of the department. But if a member wants advice about his income-tax, renting a bungalow for his annual holiday, divorcing his wife, or cutting off his son with a shilling, he cannot expect help from NALGO. Nor can the Association help if he is charged with a criminal offence though it may, if he is acquitted, bear the cost of his defence.

Every Bill scrutinised

Separate from, and often more difficult than, these personal cases is the department's parliamentary work. This involves scrutinising every Bill introduced into Parliament likely to affect any group of members, and, where necessary, taking action to amend it in their interests.

When the National Health Service Bill was introduced in 1946, for example, it was examined in detail and arrangements were made for various amendments to be put down at the committee stage, including one to cover compensation to part-time officers for loss of office. In consequence, the Minister later moved an amendment to the Bill to provide for payment of compensation to full-time public service officers holding one or more part-time offices. Similar action was taken in 1947 during the passage of the National Assistance and Electricity Bills.

In 1948 the Minister of Health issued his draft regulations arising out of the National Health Service Act on transfer of officers and compensation. NALGO examined the draft and asked, among other things, that provision should be made for a right of appeal from the decision of any tribunal set up under the regulations. This request was not granted.

In February, 1949, a member who was clerk of an urban district council and of a hospital board lost his hospital board appointment because of the Act, and claimed compensation.

Seven months later, he heard that he had been awarded compensation based only on his service with the hospital board. Since, however, the regulations define "service" as "employment . . . under . . . any . . . body for the purposes of the local government service . . .", the legal officer advised that the compensation had been wrongly assessed and the compensating authority was asked to reconsider its decision. This it refused to do, and NALGO appealed to a Compensation Appeals Tribunal. The appeal was rejected, whereupon the Association appealed to the High Court for orders to quash the tribunal's decision and require it to rehear and determine the claim. These applications were successful.

NALGO's contention upheld

In December, 1951, the tribunal appealed against the High Court ruling, the Attorney General appearing for the tribunal and GERALD GARDINER, K.C. and M. L. LYELL for the member. The Court dismissed the appeal and refused leave to appeal to the House of Lords. At the hearing, Lord Justice Singleton said :

"Regulations under the National Health Service Act 1946 are of great complexity. The interpretation of them is left to the tribunal ; there is no provision for an appeal to the Courts. That position arises frequently nowadays. I most earnestly wish that in any such cases where difficult questions of law and of interpretation must arise they should be given some right of appeal."

NALGO has now asked the Minister of Housing and Local Government to receive a deputation to urge reconsideration of the new compensation code and the provision of a right of appeal from a tribunal's decision.

And it is not only public Bills which come under the department's eagle eye. Private Bills and Orders are subjected to the same scrutiny, and if any one contains a clause which appears to threaten the interests of any member an objection is raised. This is followed by discussions and negotiations with the parliamentary agents of the promoters of the Bill, and the drafting, re-drafting, submission and re-submission of proposed clauses. Failing agreement at that level, a petition is lodged and counsel is briefed to appear on behalf of the members before the Private Bills Committee of Parliament or at any local inquiry.

Thus, though it rarely hits the headlines, the legal department is there, a constant source of support and security—to individual members in times of personal misfortune and to large groups of members whenever the need arises. For this service, the average member pays less than 5d. out of his yearly subscription to NALGO. Surely a small price for the service rendered.

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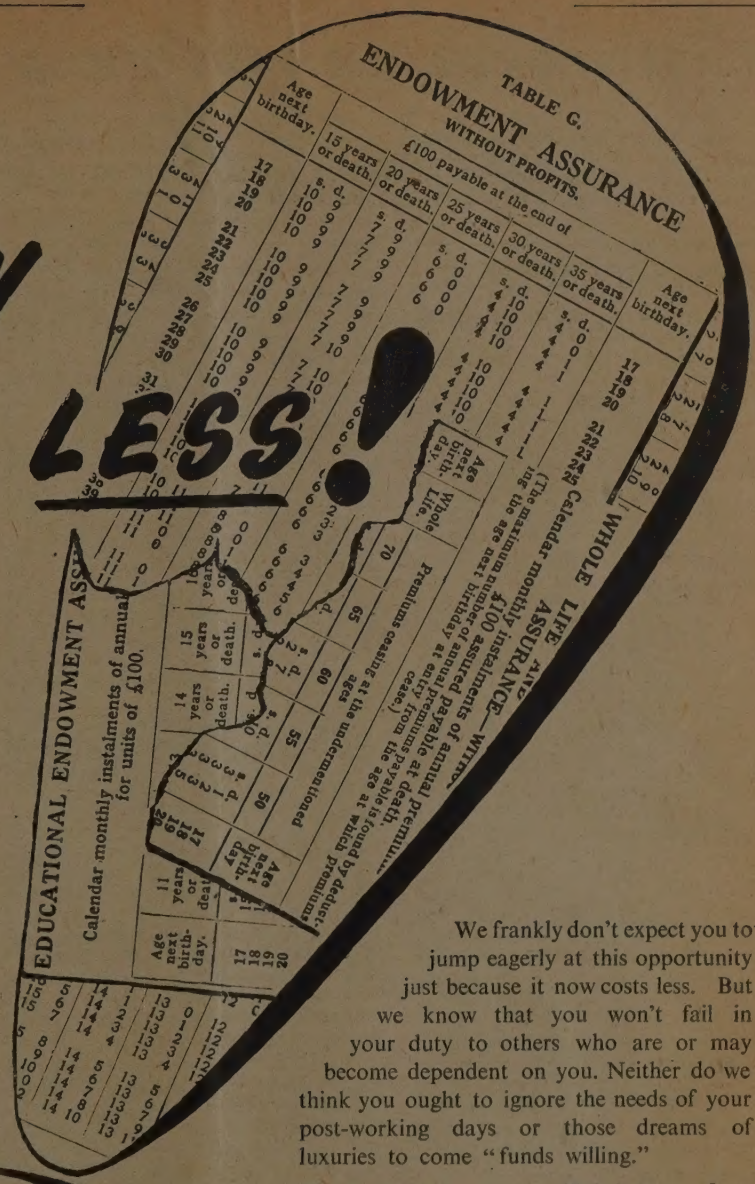

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Last words on efficiency

We publish this month a further—and, for the time being, final—selection of suggestions on how to improve the efficiency of the public services, together with some of the letters evoked by previous contributions.

Local Government

Five steps to better work

From A. HATT, *clerk of the council, Billericay.*

GREATER EFFICIENCY in local government could be achieved by five measures:

Less central control—Local government has always carried out every task entrusted to it, and has shown its capacity to perform efficiently any function concerning the life and welfare of the people. Its ability is limited only by its financial resources. Parliament has recognised the need to supplement local revenues with general and specific grants—but the Government, because it issues the grants and has the power to sanction loans, claims the right to detailed control of services. It is here that a new outlook is needed. Were the Government, recognising that all the money spent by local authorities as a whole comes, in fact, from their residents, to confine its function to ensuring fair distribution of the money and to advice and encouragement, it would save manpower and time in both the local government and the civil services and contribute to greater local government efficiency. Such a new conception, whilst not limiting the Government's opportunity to prescribe minimum standards or to give broad instructions on such matters as restriction of expenditure, would render unnecessary much of the present demand for local government reform, would enable local authorities to adopt the same broad outlook in the handling of functions in which more than one authority is concerned, and would greatly reduce the amount of inspection, auditing, and control.

Higher recruitment standard—Today, low commencing salaries and lack of central recruiting machinery are failing to secure entrants of the right standard of education and ability. This is a short-sighted policy, since low-standard recruits need more post-entry training, are generally slower in their work, and find it harder to carry out their duties than would recruits of higher ability, better education, broader outlook, quicker perception, and trained minds. Were the service to have a strong central recruiting organisation and more attractive commencing salaries, and to offer a worthwhile career, it would obtain more competent and efficient officers.

Training—The present training system has two defects. First, most of the specialist examinations disregard the need for administrative training and ability—with the result that, in these professions, staff, though technically competent, may be promoted to posts calling for administrative and organising qualities which they lack or in the exercise of which they have insufficient experience. Secondly, whilst there are courses of training for most of the professions, little is done to train officers for specific tasks, such as those of land charges or committee clerks in the clerk's department, chief clerks in the surveyor's or public health department, or audit clerks in the treasurer's department. There is no specific training for these jobs—nor for many others: in fact, there is no specific training for the post of clerk to a local authority. Without it, the local government service is less efficient than it might be.

Departmental organisation—Here, there is room for improvement by the adoption of "organisation and methods"—which merely means finding out the most economical and efficient way of doing a job. It need not involve the employment of specialists, and can effect big economies. To quote a single small example: the reorganisation of the filing system in a small district council office made it possible to eliminate the making of extra copies of each letter for the copy letter book system, and in one department alone brought back into use more than 100 files and 100 reams of paper that had been standing idle on the files.

Specialist officers often tend to be finicky to the extent of making rigid adherence to a system or to procedure more important than getting the job done. Enthusiasm for the achievement of practical results can often overcome legal, administrative, and technical problems. This enthusiasm, coupled with a real effort by departments to work in co-operation for the good of the service, can improve efficiency. Chief officers must organise their work and the departments so that they, their deputies, and sectional or departmental chiefs help the work to flow smoothly rather than act as bottle-necks. This calls for courage in delegation of duties, combined with a system to ensure that the delegated work is being attended to.

There is a tendency in local government to accept service which is a little below satisfactory. Local authorities and officers appear to be reluctant to make it plain that, whilst efficient service will gain its rewards in promotion, inefficient service must involve termination of employment

More business-like methods—Many local authorities could be more business-like. It seems to be accepted that the citizen who deals with a local authority must expect delay. The legal limitation of the authority's powers, the danger of creating precedents, and the need to observe legal procedure are causes; but they are often over-emphasised. These apart, however, there is no reason why the local authority should not handle its business as would a commercial undertaking. The Local Government Manpower Committee has already indicated some ways of achieving this—particularly that councils should delegate powers more widely to committees, and that committees, after issuing broad lines of instructions, should authorise officers to act in most matters of day-to-day business. Wherever the need for a committee decision causes delay, then procedure should be changed to avoid it.

Delegation, consultation, co-operation

from P. J. BARSBY, *deputy clerk, Long Eaton U.D.C.*

I SUGGEST three ways of improving local government efficiency:

Delegation—Many local authorities seem afraid to delegate full powers to their committees, with the result that most committees can only report and recommend, and there is sometimes nearly a month's delay before the recommendations are confirmed by council. Were each committee to be given executive powers to carry out delegated duties, except for those barred by statute from being delegated, much time would be saved.

Conferences—There should be regular conferences of heads of departments to ensure co-ordination of policy and action; prevent duplication of agendas and correspondence; reduce the risk of action being "left to the other fellow"; and speed up administrative machinery.

Visits to comparable offices—Whilst we all like to think that our own office is efficient, it would be mutually advantageous were senior staff to visit their opposite numbers in adjoining authorities, to exchange ideas on office administration.

More up-to-date codes for for food inspection

from LESLIE DAVIES, *senior district inspector, Stockport*

IN THE FOOD INSPECTION service, a too-rigid adherence to outmoded codes of judgment is proving a bar to efficiency—and is detrimental to the national economy. For example, although the Medical Research Council has declared that there is no evidence that tubercular meat has ever caused tuberculous infection in man, large quantities of such meat are condemned annually (in 1950, more than

£692,000 worth). Much of this meat could safely be passed on to the consumer after suitable trimming or heat treatment.

Meat inspectors should give less attention to the inspection of tubercular carcases and more to the detection of carcases affected by food-poisoning organisms. There is some evidence that the increasing incidence of food-poisoning may be due to such carcases being allowed, through faulty technique, to pass inspection.

In the detection of adulteration in food, too much time and money is wasted by buying for analysis reliable and well-known brands; the public analyst knows before he opens the packages that they will all be sound. The public would be better served were more samples to be taken of easily adulterated food, such as sausages and spirits, and if inspectors would develop a "flair" for detecting suspicious foods. Inefficiency in this service also results from the fact that most sampling officers work a five-day week. Thus, the unscrupulous milkman can add water to his milk on Sundays, and the vendor of polluted shellfish can make his rounds of the public houses on a Saturday night with impunity.

Efficiency would also be greatly increased were the new knowledge acquired by the "informed elite" of the service to filter down to the general body more quickly than it does.

Saving time in inspection

from W. L. KAY, *chief sanitary inspector, Nelson*

A WISE OFFICER can do much to speed up the machinery of local government. Here are some examples from my own service.

When reporting non-compliance with informal notices, the sanitary inspector can recommend that a statutory notice be served and that, in default of compliance with it, application be made to the court for an abatement order. This procedure saves at least six weeks and reduces the time spent on re-inspections.

If each inspector spends five minutes each morning planning his route, he will cut travelling time. In my authority, all clerical work has been cleared and each inspector is on his district by 10.30 a.m. As a result each spends most of his time on "production"—i.e. in the field. Technical staff should not be employed on clerical duties. These can be completed by clerks earning a lower salary.

In my area, too, each inspector takes with him daily an assortment of inspection cards—e.g. factory, food premises and shop inspection. Many premises need inspection under several headings, and if one man does all the inspections at the one visit, he saves time and man-power, and avoids the criticism that a series of visits by several inspectors, each specialising in one type of work, is duplication.

Effective liaison with other departments saves much time. Some people send complaints on the same subject to several departments. Inquiry of other departments may, therefore, disclose that one is already taking effective action—and a minute's telephone call would then possibly save a couple of hours' work.

An example of duplication

from DR. J. L. PATTON, *medical officer of health, Ongar R. D. C.*

WHEN A CASE of infectious disease occurs in my rural district, the general practitioner notifies me. I enter this notification in a register and send a copy to the county medical officer of health. In course of time, payment of 2s. 6d. is made by the county finance department to the rural district finance officer, for payment to the general practitioner who first notified the disease.

Like many medical officers of rural districts, I am also an assistant county medical officer. There is no reason why I should not receive the notification as district M.O.H. and pass it to myself, acting for the county council as assistant county M.O.H., using the same register on behalf of both the county district and the county council.

At intervals, I could submit the infectious disease register to the county council finance department for audit of the money due to the county district finance officer for payment to notifying general practitioners.

The increase in efficiency would be slight—but I could enjoy an excellent holiday on the value of the paper, postage, and clerical time the adoption of this method would save in a year.

Stamping stamped-out

A MEMBER of the treasurer's department at Newcastle-on-Tyne, so modest that he asks us not to publish his name, has written to tell us that he invented a system for recording national insurance deductions without the use of stamps. The system, using mechanised accounting machinery, was put up to the Ministry of Health in 1947, and was approved by the Ministry and adopted in the civil service in 1948. It was simultaneously adopted at Newcastle, which holds the first permit granted by the Ministry. The system has led to a great saving in time and labour.

The engineer's status

from T. H. HIGSON, *borough engineer and surveyor, Stafford*

WHILST I agree with most of the article by a municipal engineer in the November journal, I was astonished and alarmed to read his complaint that every item the engineer wishes to bring to the notice of his council must be reported to the town clerk. In my own experience with eight local authorities, I have never known such a state of affairs, and I am sure it is exceptional. Such an arrangement would appear to be in direct contravention of the recently agreed conditions of service of chief officers, which clearly state that the engineer and surveyor is a chief officer and the executive and administrative head of his department, and implies that he has direct access to his council, through the committees he advises, and should report to these directly.

"Defeatist attitude"

from another engineer and surveyor

IS YOUR TAME municipal engineer a man or a mouse? Is he a civil engineer or, to use his own flabby and inept expression, a mere technical man?

Seldom have I read such a cringing, whining, Jeremiad. If the defeatist attitude shown in his article is typical of his mentality, no wonder the town clerk and borough treasurer "gang up" on him.

If the profession is worth belonging to, it is worth fighting for. Let "Municipal Engineer" tell his town clerk and borough treasurer to go to blazes and make his own report direct to his committees. Let him win the respect of his colleagues and his council by the quality of his advice, the efficiency of his administration, and the strength of his character, but please do not let him come whining into print when the odds are only two to one against.

"Co-operation essential"

from "Cobbler"

THE CONTRIBUTION from a municipal engineer makes one realise the need for the administrator.

Your contributor apparently considers that the highways engineer, water engineer, architect, and all the other technical men should have a free hand to go ahead with their pet schemes, regardless of the need or availability of money, labour, and materials. It is true that the board of directors of a company do not tell the works manager how to do his job—they simply tell him what to do, the policy having been decided beforehand after the accountant and his fellow administrators have put before the board figures of estimated labour and materials available, together with potential output based on previous results.

Until sites have been acquired, legal rights investigated, and the sources of finance located, the technician is powerless. Nor can the legal and financial experts carry out the preliminary investigations until the council has decided policy.

For administrators, I would say: "Put your plans forward by all means, but remember, the other fellow is also an expert at his job and an empire built on co-operation and understanding will remain when little private empires have fallen away."

"Understand the other fellow, too"

from E. J. MATTINGLEY, *deputy treasurer, Abingdon, R.D.C.*

THE NATURE of our work makes it impossible for most of us to contribute directly to greater industrial output. Therefore, our contribution must be made by reducing the demands of local authorities upon available manpower. We must maintain our present standard of service with smaller staffs, restrict recruiting, and thereby free more labour for industry.

How is this to be done? Previous contributors have shown a tendency to be critical of others, rather than to consider whether there is room for improvement within their own spheres. An engineer resents the need to consult the clerk and treasurer when expenditure is to be incurred. A sanitary inspector quarrels with the legislature and yearns for power to enter private houses and repair leaking roofs, giving the owner no opportunity of doing the work himself although he, poor unfortunate, will have to meet the bill.

These examples illustrate where our efforts to improve our productivity may best be concentrated. We must eliminate interdepartmental conflicts, which waste time and money. We must all develop a wider outlook, a keen conception of the position as a whole, and must banish the single-minded attitude so prevalent today. The engineer is not concerned with the doctrine of *ultra vires*, deficiency contributions, or the effect upon the rate poundage. The sanitary inspector does not consider the owner's viewpoint, as would a trained administrator. Neither, as often as not, does the treasurer interest himself in facilitating the carrying out of urgent schemes prepared by technical officers: most of us have, no doubt, encountered treasurers who pride themselves upon their attitude of "benevolent obstruction."

But if the technical officer could be persuaded to consider not only whether a scheme is desirable, but whether it is within the authority's available resources, and if the administrative departments would realise that when a technical officer speaks of urgent works he means things which must be done at once, the productivity of the Service as a whole would inevitably be improved.

So let the call be for an end to the waste involved in preparing schemes which cannot possibly reach fruition, to the doubling of other people's work by not dealing promptly with matters of urgency, and let each officer try to see and understand the point of view of his colleagues in other departments, remembering that we all have but one objective—to give maximum service at the lowest possible cost.

Hospital Service

Expenditure centre

from T. BRADLEY, *finance officer, Stapleton, Northam-Brentry, and Bristol Mental Hospital Management Committees*

IN HIS ARTICLE in the November "L.G.S." on "Cutting the waiting list," V. R. MINTER says that "the introduction of mechanised central accounting in each region would simplify the control of expenditure and no doubt make possible a reduction in the size of H.M.C. finance units." This statement is misleading, if not false.

As finance officer in a large group of hospital management committees, I am a willing user of the regional punch-card accounting service, but, apart from its ability to produce priced stores issues, I have yet to learn how it can do what he suggests.

After 20 years in local government and three in the hospital service, I am more than ever convinced that a true expenditure control can emanate only from the committees themselves, acting upon sound financial advice and backed up in the hospitals by efficient stewardship. In general, I would say that, given a keen committee and efficient officers, the smaller the unit of management the greater the control of expenditure.

Mr. Minter also fails to mention the cost of centralised mechanised accounting.

Electricity Service

Virtues of the sub-area—

from H. T. GOSTICK, *sub-area statistical officer*

IN HIS ARTICLE in the December "L.G.S." JOHN PEPPER suggested that the electricity service would be more efficient were further decentralisation carried out by, in effect, the elimination of sub-areas, a fully manned district organisation and a small high-grade planning staff at area board H.Q. directly controlling 16 or 17 districts.

The experience of the past three years at sub-area convinces me of its usefulness, if only as a sifting body between district and area. Also, many essentials are more economically carried out at sub-area than at either area or district. I predict that, should sub-areas be abandoned, area staffs would increase to double, if not four times their present size—the reverse of Mr. Pepper's ideal.

I agree that each district should be a complete unit, under a district manager, carrying out all the routine engineering, commercial, and administrative work almost comparable with pre-vesting working. The first essential to economic and satisfactory consumer service is to be in the closest touch with the consumer. Billing of all kinds should be carried out by district staff to avoid bottlenecks which continually occur in a centralised billing system.

Smaller sub-areas might be an advantage, since they would be able to help closer contact with districts. The ideal, as I see it, would be efficient and fully staffed districts, each under a manager responsible to a sub-area manager with *full powers*. The size of the sub-areas should be determined by the development of the districts, but they must be small enough to provide easy accessibility to districts. Sub-area staffs should include those necessary for co-ordinating each department, with specialists available to districts, and an accounting staff for the preparation of periodic and final accounts and returns to the board.

Mr. Pepper further suggests, as a "stimulus to efficiency," the introduction of some system of performance index—"yardsticks"—with which to compare different units. I suggest, from 38 years' experience, that the only efficient yardstick is the superior officer, from the section head upwards. If he knows his job and is keen, he will know his staff, and their respect will cultivate an efficient unit.

As to joint consultation, negotiating and advisory, is anyone satisfied with the present machinery and is there not some truth in Mr. Pepper's suggestion that workers are using it merely to air petty grievances? Certainly consultation takes up a great deal of time and seriously cuts across the efficiency factor.

A serious question in these days of specialisation is the source of future managers with experience in all departments of the industry; no provision is made for this in present organisation.

—and some drawbacks

from "DISTRICT"

I AGREE with Mr. Pepper that elimination of sub-areas would increase the efficiency of the electricity service. The local authority undertakings, which are now districts, did all the work before the sub-areas were created, and are still doing the work—but their performance index is made worse than it need be because it must carry a proporton of the staff of each sub-area, the service as a whole bearing the cost of sub-area headquarters.

I agree wholeheartedly with Mr. Pepper that "complete decentralisation will place the safe keeping of consumer service in the hands of the district." It seems to be forgotten that many employees have a kind of civic pride in the district in which they work, which encourages them to give of their best. The imposition of a sub-area between district and area board makes one more layer to be penetrated and reduces the authority of the person in charge of a district. This, in turn, delays decisions and slows up procedure.

Mr. Pepper also stresses the importance of joint consultation. This, in my view, should take place *before* policy is framed, and not used merely to iron out grievances and anomalies caused by directives issued *after* policy has been decided.

Can the public service learn from industry?

"IF I RAN MY business as you do yours, I'd be bankrupt in a year."

How often the public servant hears that remark, or something like it. He can rarely challenge it effectively, because there are few common yardsticks with which to measure public and private enterprise.

At last, the Institute of Public Administration has tried to do so. For its winter series of lectures, it invited six speakers with wide knowledge of both to answer the question: "Can the public services learn from industry?" Their answers might fairly be summed up as "Yes—but not much: and industry can learn from the public service too."

This was emphasised by the first speaker, E. F. L. BRECH, a consulting specialist in organisation and management, who thought that each could learn from the other. Industry—and by that he meant not the few gigantic combines, whose administration was much the same as that of the nationalised services and government departments, but the firms employing between two and three hundred people—was not nearly so efficient as it should, and could, be.

But industry scored, he thought, by possessing a greater sense of efficiency for its own sake. That was to be found in some sections of the public service too—but industry was, in general, more "efficiency-conscious." He had met many men in industry whose pride was the improvements they had made in production processes, without personal gain—they had just accepted a sort of professional challenge to make things better.

Industry scored, too, by decentralising responsibility, and giving responsibility at quite low levels. And it was improving the relationship between supervisors and subordinates, combating its ugly "master and servant" tradition: making people feel that they mattered gave good morale.

A. P. MCANALLY, director of research, John Lewis Partnership, stressed the need for administration to sell ideas, just as the retailer sold goods, by advertising. The administrator must decide what he had to sell, and to whom; whether to use big display windows, or small; to fill the windows, or have a single object, artistically displayed; to have a few highly-paid assistants or many on low pay.

SIR GRAHAM CUNNINGHAM, chairman of the Triplex Safety Glass Co., who was chief executive of the Ministry of Supply during the war, when it was spending £20 millions a week and employing nearly two million industrial workers, thought the public services could benefit from adoption of the more "slap-dash" methods of industrialists. When he was in the civil service, production of munitions and supplies took precedence over formality and "accountability." Quick decisions were essential: his longest minutes were "I concur" or "I don't agree"—the industrial approach. That approach could be used with advantage in normal peace-time work. There would be mistakes—combined with willingness to admit to making mistakes—but the machine would work more quickly.

Sir Graham did not like the civil service minuting system, though he thought the industrialist should learn to put his thoughts on paper. But the public servant must learn not always to put down everything on paper.

Creating good impressions

JOHN RYAN, vice-chairman of the Metal Box Co. Ltd., thought that the public service gave a very poor first impression to anyone approaching it, personally, by correspondence, or by phone. The public office had a cold, unfriendly atmosphere; the inquirer was treated as a nobody, and felt that nobody cared whether he made contact.

How often, in government offices, did they see every desk piled high with papers, looking permanently "busy without action," and confirming the worst criticisms of bureaucracy. Industry had lots of papers, too—but it hid them! Public offices should be cleaner, lighter, and brighter: and this could be achieved without extravagance. He had flowers in his own office, but his company did not pay for them; he spent a third of his life in that room, and he wanted to make it comfortable.

When a man wrote a letter he wrote as a human being to, he hoped, another human being. Nothing spoilt that feeling more than the receipt of a printed acknowledgement card, which seemed like a stock excuse for inaction: it was just as easy to create the impression that the writer had put everything aside just to deal with that one letter.

The public service failed to recognise, Mr. Ryan thought, that organisation was a dynamic, continuing process; calling for constant thought about new ideas, new methods. Public administration was too static and lacked courage. The fact that his every action might be brought into the limelight of public inquiry made the public servant play for safety since he was then less likely to be wrong, and the punishment for being wrong was far greater than the reward for being right. The public servant was often wrong because his right decision was made too late.

Mr. Ryan was worried by the mass of paper which clogged public administration today, and thought that there was a tendency to measure the amount of work done by the volume of paper flowing across a desk. More paper-work meant that more people had to spend time analysing it: the more top management was relieved of detail, educated to the view that it did not need it, the better.

There was also too much unnecessary secrecy. Everyone down the line should be told more than his job required him to know—less "what is to be done" and more "why it is to be done." The public services should think first how they could help something to be done, not why it could not be done.

I. J. PITMAN, M.P., first director of the Treasury O. & M. division, suggested that it was no more possible to say whether private enterprise was more efficient than public service, than to say whether man was more efficient than woman. Both were necessary, both were complementary, and life was a balance between the two.

Public service was based on authority and force, because it spread the burden of those duties which had to be done for the benefit of all but which nobody would do voluntarily. In public service, policy dominated practice: in private enterprise practice dominated policy. Public service often combined responsibility of action with irresponsibility of property, whereas in industry the position was reversed.

A way to progress

Mr. Pitman criticised the public services for preferring standardisation. Industry was continually trying to produce differences, and that was the way to progress, for a different way must be either a better way or a worse way—and the worse way could be discarded.

The public service tended to deal with units rather than cash and to be unconscious of administrative costs. In industry you would expect a departmental head to know his wages bill, in pounds, shillings, and pence, but a public servant could only tell you what his establishment was, in heads.

R. H. THORNTON, member of the board of B.O.A.C., and director of A. Holt & Co., Liverpool ship-owners, thought that the public service would benefit from introduction of the profit motive. An enterprise organised to make a profit was also organised to avoid a loss. It was a pity that the public service had no criteria of success, that no department could boast to another: "we are administratively a good show, you are not."

Mr. Thornton praised the speedier decisions of the industrialist, though he admitted the reasons for the slower decisions of the public servant: his service could cause dissatisfaction, it could seldom give satisfaction—and the dissatisfied customer could not, as in industry, take his custom elsewhere.

Paper chase

COMPETITION RESULT

In the November "L.G.S." the British Federation of Master Printers offered ten guineas in prizes for ideas on improving waste-paper collection. Here is the report of the judges—J. C. Shepherd, Public Relations Secretary to the Federation, and the Editor of "L.G.S."

WE ASKED for *new and practical suggestions* for improving the recovery of waste paper, to help compensate for cuts in imported pulp and thus safeguard supplies of paper for commerce and administration.

Many suggestions were submitted, but most had to be ruled out because they were not new, would have cost more than the results were likely to justify, or, like the many variants on the "lucky number" idea, were illegal. Some, involving payment by local authorities for waste paper in cash or kind, may be *ultra vires*, but we have not ruled them out on that score since, were an incentive of this kind to be found useful, it would no doubt be possible to obtain the necessary sanction.

Some of the most interesting suggestions are condensed below, with our comments. The first prize of £5 5s. goes to George Taylor; the second of £3 3s. to A. F. Garner; the third of £2 2s. to M. Woodcock; and there is 10s. 6d. for each other suggestion printed.

Paper's not for burning

Much salvageable newsprint is used for lighting fires. To rescue it, salvage depots should manufacture fire lighters from shavings, sawdust, wooden packing boxes, and other material burnt in public incinerators every day. These could be made on a simple machine, soaked in naphthalene, and delivered by the salvage collectors to the housewife in exchange for a specified weight of waste paper.—*George Taylor, Sunderland.*

A similar idea came from "M.D." but it did not include Mr. Taylor's ingenious scheme for making firelighters from waste *material. An enormous number of lighters would be needed, but it should be feasible if they could be made cheaply enough.*

Sack that sack!

As receptacles for waste, sacks are too cumbersome and untidy for dwelling houses. Local authorities should supply each householder with a waterproofed paper container, strong and durable, measuring about 18 in. by 12 in. and 24 in. deep, and replace it with an empty container each month, giving a receipt for the amount of paper saved, the value of which could be deducted from rates. The council would fix the price so that it made a profit.—*A. F. Garner, Northampton.*

Having banged our heads regularly on the bulging sack behind the cellar door, we should regard this suggestion as a public service—though some other arrangement would be necessary for people who pay their rates in rent. Arthur H. Eydmann, Brecon, *has a similar idea, but his container would, in our view, be too small. A drawback to both entries is the scarcity of cardboard for containers.*

Call in the pensioners!

Why not enlist the help of male old-age pensioners and pay them a bonus to help eke out their meagre pensions? Call them P.R.O.P.s (Pensioners, Recovery of Paper). Give them badges. Provide them with sacks and labels. Allocate about 30 houses to each. Set up sub-depots. Let each P.R.O.P. collect on one day a week and leave his sack, properly labelled, at the sub-depot.—*H. Woodcock, Burnley.*

A simple but practical suggestion, and especially useful for under-staffed councils. Pensioners could probably better be used as canvassers than as collectors. The personal canvass is a most effective method.

Wallets wanted

Give every householder a spring-clip wallet capable of holding a fortnight's supply of newspapers and magazines. This wallet to be attractive in appearance and usable as a paper rack, keeping the papers tidy and in date order, which would be appreciated by housewife and husband. Every fortnight, the council's collector would exchange the full wallet for an empty one and give the householder a metal disc, redeemable for cash.—*Alfred F. Cox, Surbiton.*

Another good one, though limited in value by the fact that it would save newspapers only: other paper and cardboard are also needed. The cost would be heavy, since the wallet would have to be both robust and capable of being cleaned.

You want a house?

I suggest a leaflet with the above heading and the following wording:

Front page

One of the reasons why new houses are scarce is because wood has to be bought abroad, and is expensive. Yet we can save enough imported wood to build 100,000 more houses by making packing cases for export from waste paper. Also one ton of waste paper means enough plaster-board for ceilings for 12 new houses.

On the reverse

NOWHERE TO SAVE YOUR WASTE PAPER?

We supply salvage sacks free!

NO PAPER TO LIGHT THE FIRE?

Your salvage collector brings firelighters to your doorstep!

WE'RE WASTING PAPER? LISTEN!

If this leaflet makes you save three pieces of paper, our collections are trebled!

(Put this in when you've read it)

Call on the hoarders!

Elderly people hoard old newspapers. Obtain a list of all people over 70 and give the children the job of calling on them. Perhaps the local authority would offer a prize to the person submitting the largest number of old newspapers before a certain date.—*Miss V. Halliday, Darlington.*

Enlist the fans

Hundreds of thousands converge on football grounds each Saturday afternoon. If each brought two or three newspapers, we would have a heap as high as the directors' stand. Invite the mayor to announce the scheme over the club's loudspeakers at half-time. Have volunteer drivers (give them free seats at the match) with collection vehicles at entrances before kick off. Announce results at the next match.—*R. J. Cobley, Reading.*

Other ideas

Some want prizes of paper carriers, book tokens, cinema seats, and even cars to be awarded to the best collectors. Some want to salvage "L.G.S." Some would rout out all the spare copies of minutes and agenda poked away in case they are wanted. But the man we take our hat off to is "Yours faithfully, ——" who, to save a sheet of quarto, typed his entry on the back of his draft and had to keep turning his typewriter round or standing on his head to read what he had written. No idle theorist, he!

"Pardon me, I'm collecting waste paper."

Association seeking further pay increases for members

The Association is seeking a further increase in the salaries of local government officers, and has asked the appropriate consultative committees to consider the position in the electricity, health, gas, and transport services.

The first claim was submitted to the local government National Joint Council on January 16.

At the same time, the staff side asked the Council to consider a proposal that, after adoption of any increase agreed, salaries should be automatically adjusted in relation to the Ministry of Labour index of wage rates.

The Council referred both proposals to its executive committee.

The claim is based on the increase in the cost of living and in general wage and salary levels since the last claim was submitted just a year ago. Between January and November, 1951—the latest date for which figures are available—the Ministry of Labour index of retail prices rose from 17 to 29 per cent above the level of June, 1947, an increase of just over 10 per cent, while the index of wage rates rose from 15 to 25 per cent above the level of June, 1947, an increase of 8·7 per cent.

Position in other services

The decision to ask the local government staff side to table a claim was made by the service conditions committee of NALGO'S National Executive Council when it met in London on January 4.

The committee also agreed to ask the staff side of the National Joint Industrial Council for Scotland, and the national consultative committees for electricity, gas, health, and transport, to consider the position and to table any salary claims they regard as appropriate.

The staff side of the Scottish J.I.C. decided on January 16 to table a similar claim. The electricity consultative committee decided on January 14 to refer the matter to the staff side of the electricity National Joint Council. The gas and health consultative committees meet on February 9, and that for transport staffs on March 1.

Many other important matters came before the N.E.C. committees at their quarterly meetings on January 4-5. The decisions reached (most of which are subject to confirmation by the N.E.C. on March 15) included:

SERVICE CONDITIONS

The "closed shop"—Last year's Conference referred to the N.E.C. for consideration a resolution opposing compulsory membership as a condition of service, and recommending that the Association should publicly declare its opposition to the "closed shop" principle.

The Committee approved the following statement for submission to this year's Conference:

The policy of the National Association of Local Government Officers—which is itself a trade union certified under the Trade Union Act, 1913—is not, and never has been, to support compulsory membership of a trade union or trades unions. In its own recruitment, the Association has relied entirely on voluntary membership. Its success in so doing is attested by its present membership figure of 200,000, of which 150,000 represents membership in its original sphere of recruitment, the local government service, and some 90 per cent of the eligible potential membership in that field. Its strength is the greater in that this membership has been recruited by recognition of its standing and its achievements and not by measures of constraint applied to non-members.

It follows that the Association does not favour the imposition of the closed shop by employing bodies in its field of recruitment, even though employing bodies have the legal right to do this. Such compulsion can impair the ties of mutual responsibility between those in trade unions who are primarily associated in a common voluntary effort and might ultimately undermine the independent rôle of the unions and trammel their capacity for self-government.

Employers' co-operation

On the other hand, the Association has welcomed the co-operation of employer representatives in the pronouncements recommending trade union membership which are set out in the appendix. The Association cannot understand the outlook of the employee who accepts the benefits of trade unionism but who declines to join a trade union. For, as the employers recognise, in the conditions of today, trade union action and representation regulates the conditions of service of all employees. The nation itself is vitally interested in the maintenance of effective trade unionism.

Certain local authorities require trade union membership as a condition of employment. This policy is not widespread. No more than about 30 impose such a requirement, out of the 1,500 or so local authorities. No such requirement has been made by any of the public corporations which now employ certain sections of the Association's membership.

It is legally open to local authorities to make this requirement and the Association is bound to recognise this in considering its attitude to those authorities which do make it. The Association has to recognise that its members are public officers and to keep in mind the rôle and place which fall to public officers under political principles accepted by the nation as a whole. Among these is the cardinal principle that local government officers should not attempt to control or constrain the elected councils in the determination of policy. Local government officers are the local authority's servants and the code of conduct to which they themselves have subscribed in their national scheme of conditions of service requires them to give an undivided allegiance to their employing council in the application of policy which the council lawfully decides upon. While, therefore, the Association records its own collective view, in the terms set out in this statement, as to the undesirability of compulsory trade union membership, it does not feel called upon to take active steps to oppose the action of local authorities who make such a requirement so long as the law remains as it is. Whether the present state of the law is good or bad is essentially a political question for the nation. The Association, on the other hand, is a non-political organisation, not affiliated to any political party.

So far, members of the Association employed by the local authorities referred to have made no appeal either individually or through their branch for the help of the Association in any issue arising out of the authority's requirement. As to non-members who may have been affected, the Association cannot see what warrant it has to take action on their behalf.

No restraints on members

The Association is unaware of any recent case where a local authority has gone beyond a requirement for membership of an appropriate trade union and insisted on membership of a specified trade union; and in all cases the Association is recognised for the purposes of the local authority's requirement. If any local authority attempted to enforce membership of a particular union, considerations of an entirely different order would arise. The Association would resist any action of this kind by a local authority or any other employer which infringed its own freedom to recruit, or imposed restraints on its own membership; and would resort to all means lawfully at its disposal to protect the rights and liberties of its members.

The trades union movement, through the Trades Union Congress, has taken steps, in the public interest and in the interests of trade unionism, to avoid "demarcation disputes," to secure progressively an orderly determination of fields of recruitment, and to regulate inter-union relationships in recruiting activity. The Association has subscribed to the set of principles which the Trades Union Congress evolved to regulate such matters and which are embodied in the "Bridlington Declaration," and has voluntarily undertaken to observe them in its relations with all unions affiliated to Congress, on terms of reciprocity. As the report of the General Council of the T.U.C. for 1947 (pages 116 and 117) records, the T.U.C. has accepted the Association's undertaking and recognises it for the purposes of exercising conciliatory functions in any issues which may arise between the Association and unions affiliated to Congress in regard to recruitment.

The appendix to the statement records the recommendation of the local govern-

ment N.J.C. pointing out that negotiations between individual local authorities and unorganised officers are impracticable, recommending local authorities to recognise all the organisations represented on the N.J.C., and agreeing that "the interests of local authorities and their staffs are best served by individual officers joining their appropriate organisations, it being understood that the organisation he joins is a matter for the unfettered judgment of the individual officer." Also recorded are similar recommendations of the Scottish Joint Industrial Council and the electricity N.J.C.

Speedier negotiations—Conference instructed the N.E.C. to seek quicker results from joint negotiation in Whitley councils. Before considering this, the service conditions committee decided to seek the views of the national consultative committees for the separate services. Those for electricity, gas, and waterways reported:

Electricity—There is little avoidable delay in negotiations through the electricity N.J.C., and, where decisions are not reached quickly, this is normally due to a fundamental difference of view between the two sides. The committee has agreed, however, on administrative measures to ensure that items are submitted to the council or its negotiating committees at the earliest possible moment consistent with the need to provide for discussion and determination of policy through the consultative machinery, and that staff sides of district councils should take any possible steps to expedite the consideration of grading appeals.

Gas—No practicable steps can be taken to secure quicker results.

Waterways—The NALGO representatives on the staff side of the N.J.C. are reasonably satisfied with the present working of the council.

Overtime—Conference instructed the N.E.C. to press for higher overtime rates in all services. The service conditions subcommittee took the view that action of the kind proposed would be dangerous at present, since the employers would meet any request for advantageous workmen's conditions by imposing other workmen's conditions which were less favourable. These views were sent to the staff sides of the national joint councils and to the national consultative committees, three of which had reported:

Electricity—It was only with the greatest difficulty that the provision for overtime at plain-time rates was obtained for general clerical grades, and the staff side is still trying—so far with no sign of success—to obtain similar provisions for staff in higher grades. It intends to pursue the question energetically, but the consultative committee considers that to seek higher overtime rates would not only prejudice the possibility of obtaining any extension of the existing provision, but would be detrimental to negotiations in other matters.

Gas—In view of the nebulous position with regard to bonus payments for overtime at present operating for gas staffs, it would be inopportune to seek higher overtime rates, since this would prejudice the present negotiations.

Transport—The opinion of the service conditions sub-committee is generally endorsed.

Equal pay claims—The staff sides of all national joint councils have been asked to give notice that a claim for equal pay for equal work would be submitted at the appropriate time, and this notice has already been given in the local government N.J.C. In the meantime, the views of the national consultative committees were sought. Three reported:

Electricity—At present, men's and women's rates differ in the general clerical scale, but not in grades 1 to 9. The salaries agreement provides that "this matter remain unprejudiced for determination in accordance with government policy." The committee recommends that the question be re-opened at the earliest appropriate time.

Gas—Referred to the staff side of the N.J.C.

Transport—Referred to the staff side of the waterways N.J.C.

Staff welfare—Conference asked the N.E.C. to discuss with other bodies means of obtaining the immediate enactment of a statutory code covering such matters as working space, ventilation, lighting, underground rooms, and washing facilities, and referred to it a recommendation that local authorities be asked to provide canteen, sports, and other welfare facilities. These proposals were referred to the staff side of the local government N.J.C., which considered that they were a matter for action by local joint committees. The proposals were also referred to the various national consultative committees, which reported:

Electricity—The National Joint Advisory Council for the industry has issued recommendations on the provision of sports clubs and canteens, and on standards of amenities in offices. These recommendations have been accepted by the central authority and the area boards and, consistent with restrictions on capital expenditure, are being implemented where a demand is established. Local advisory committees exist throughout the industry through which staff representatives can raise any matter of staff welfare.

Gas—In the gas industry, welfare is one of the functions of the local joint committees now being established.

Transport—It is recommended that the NALGO representatives on the waterways N.J.C. should raise the matter when an opportunity arises.

Junior entrance examination—The committee referred to the staff side of the Local Government Examinations Board a suggestion from the south-eastern district committee that it was undesirable and unnecessary to inform local authorities of the marks obtained by candidates in the junior entrance examination.

PUBLIC RELATIONS

Research panels—The committee was told that the report of the joint research panel set up by NALGO in association with Manchester University to consider the scope for enterprise in local government had been given an excellent press, with several leading articles, all praising it, and had well served its main purpose—to enchance the prestige of the Association. The report was summarised in the December "L.G.S.," and there has been a heavy demand for copies from branches, local authorities, students, and individuals interested in local government.

In view of the success of this experiment, the committee agreed to invite other universities and research bodies to co-operate in similar joint projects.

Association's jubilee—NALGO will celebrate its fiftieth birthday in 1955, and the committee has recommended the preparation of a short history of the Association, underlining the highlights of its story and the lessons they have for its future development, and of a souvenir booklet suitable for presentation.

LAW AND PARLIAMENTARY

Stockport Extension Order—It was reported that some of the provisions of an order to permit the alteration of the borough boundaries, applied for by Stockport corporation, might adversely affect members. The Association therefore raised objection to the Order and proposed an amendment. This has now been accepted by the promoters.

B. & O. FUND

Convalescence for tuberculous members: Since members and their dependants recovering from tuberculosis are not eligible for admission to Knole Lodge, the Association's convalescent home at Bournemouth, they may now be cared for at Doxford Hall, Chathill, Northumberland, a private nursing home in charge of a matron who is an experienced nurse and health visitor and an ex-member of NALGO. The home has room for 26 patients, and the charges are six guineas a week. Members wishing to be admitted should apply to Headquarters.

R. T. Shears testimonial fund—In recognition of the outstanding service given to the fund by R. T. Shears, who was its chairman for nine years, branches in the south western district have contributed £55 5s. as a testimonial fund.

Tuck boxes for children—On the suggestion of the metropolitan district B. & O. Fund sub-committee, the Fund is to send birthday tuck boxes to the children it maintains in residential schools.

LOGOMIA

Reduction in life assurance premiums—In view of an actuarial report, the Board has decided to reduce existing monthly premium rates for without-profit assurances by 2d. per cent. Logomia rates are now better than, or as good as, those of most other insurance companies.

Service conditions news

HEALTH - by G. W. PHILLIPS

NALGO wins compensation for redundant transferred officer

SUCCESS in a recent claim for compensation for loss of office provides yet another striking example of NALGO'S defence of its members.

The member concerned had been in the local government service for several years before she was transferred to the national health service under the Act. Later, she married, and some months afterwards was dismissed because, she was told, it was the policy of the hospital authority not to employ married women.

When NALGO objected to the Management Committee on her behalf that this policy was contrary to that laid down by the General Council, the reply was that, although the member had ostensibly been dismissed because of her marriage, the real reason was that the administration of the authority had been reorganised.

Despite every effort made by NALGO, including representations to the Regional Board and the Ministry, and a question asked in Parliament, the member was not reinstated, and she was therefore advised to apply for compensation for loss of office under the National Health Service (Transfer of Officers and Compensation) Regulations, 1948. These regulations empower the compensating authority to grant compensation from the date of the loss of office if the claim is made within three months; otherwise from the date of the claim only. In this case, because of the efforts to secure reinstatement, nearly a year had elapsed since the member's dismissal and she was therefore in danger of losing nine months' compensation. But, as a result of representations to the Ministry, it was decided not only to grant compensation in the form of a weekly payment, but to date it back to the time of her dismissal.

Administrative and Clerical

Review of establishment: The Minister of Health has sent to hospital authorities the conclusions he has reached as a result of his review of their establishments, together with his ruling on the maximum number of administrative and clerical posts, distributed between the different grades, which they may now carry, bearing in mind the following:

1. No increase should be made in the approved total number of posts without the prior approval of the regional board, and, if there is expansion of work, every effort should be made to meet the need without creating more posts.

2. Within the approved total number of posts the committee may not increase the number of posts in any grade without prior approval, unless the total number of posts in grades above the grade concerned is exceptionally decreased. Any such change should be reported to the regional board at once.

3. Every effort should be made to reduce establishments below the approved figures—*e.g.* by reorganisation of work or improvement of methods. Any such reduction should similarly be reported.

4. As a result of any changes made under 2 and 3 the amended establishment will constitute the approved establishment of the authority.

Since the Minister approved the number of posts in the junior grades in terms of the old grading structure, committees are told that they should at once report the corresponding number of posts in the new grades A, B, C and D, so that new approval may be given.

The Minister appreciates that circumstances may have arisen since the date of the review which, in the view of the committee, might justify the amendment of the approved establishment, and any proposals the committee may wish to make on this ground should be reported as soon as possible.

Wherever the number of staff in the different grades exceeds the approved totals, committees are asked to take immediate action—to be completed within two months unless a major reorganisation is necessary—to reduce or regrade staff on the following lines:

(*a*) Where posts are at present graded higher than the grading now recommended, no existing officer should be downgraded (unless as a result of reorgnisation, the responsibilities attaching to his post are diminished, when the provisions of AC Circular 7 should apply). To disturb the pay of individual officers as little as possible, and if it will give immediate effect to the recommendations, staff should be exchanged so that they are allotted work appropriate to their existing salary grade.

(*b*) Where after reorganisation and exchange of staff, it is necessary to discharge individual officers, the principles of RHB(51)101/HMC(51)93/BG(51)96 (published in the November "L.G.S.") should be applied. The Minister points out that this document gives guidance on the possible absorption of such officers by neighbouring hospital authorities.

(*c*) Two exceptions may be made to this procedure: (i) where the officer to be discharged is near pensionable age, say within 12 months, he need not be discharged before that age; and (ii) where the Minister approves an establishment substantially less than the present one, on the basis that a major reorganisation of work should be effected—*e.g.* a reorganisation of functions as between two departments—the committee may need longer than two months to reorganise before discharging redundant staff.

(*d*) Where reorganisation of duties results in a diminution in the responsibilities of any post (so that a lower grading will be appropriate, but not the complete abolition of the post), the principles of paragraph B (iii) (*b*) of AC Circular 17 should be applied. It is stated that "this cannot, of course, apply retrospectively."

Any resulting mark-time arrangements should be at the incremental point of the A.C. Circular 17 salary scale which the officer will have reached at the date on which the reorganisation of duties takes place. Committees are asked to report to the Minister as soon as action is complete.

The Association is giving this document immediate consideration, and branches are asked to tell their district organisation officers if any members are affected.

Salary agreements: Salary scales or revised salary scales have now been agreed for catering officers, hospital wardens, housekeeper-caterers, and senior officers of dental estimates boards. Whitley documents giving details of these agreements will be published in due course.

General Council

At a recent meeting of the staff side of the General Council LEWIS BEVAN, President of NALGO, was elected chairman of the staff side of the Council. Mr. Bevan is also chairman of the staff side of the Administrative and Clerical Staffs Council.

Nurses and Midwives

NMC Circular No. 22, dated December 15, 1951, concerns agreements reached by the Council on:

Student mental nurses: A nurse who leaves the grade of nursing assistant Class I to become a student mental nurse, and subsequently qualifies as a mental nurse or a mental deficiency nurse, shall enter the staff nurse scale at the point next above the point previously reached as a nursing assistant Class I, and will become entitled on registration to the salary of a staff nurse and paid retrospectively to the date of the conclusion of the examination. This agreement has effect from May 1, 1951.

Pay intervals: Employing authorities are asked to consult the staff who would be affected by a change from weekly to monthly pay intervals before a decision is taken.

Scotland—midwifery teaching certificate—domiciliary midwives: The recommendation of the Scottish Nurses salaries committees that, where a domiciliary midwife holds the teacher's certificate of the Central Midwives Board she should, when teaching, be granted an allowance at the rate of £10 a year more than the appropriate scale, ceases to apply from December 15, 1951.

Tuberculosis service allowance to student nurses, trainees for the T.A. certificate, and pupil assistant nurses: Conditions in which the tuberculosis allowance is payable from June 1, 1951, are set out in a circular which has been sent to branches.

V.D. nursing: Trained whole-time nurses regularly employed on V.D. nursing, whether or not this type of nursing absorbs the whole of their working time, shall be entitled to receive, in addition to their salary, an allowance of £20 a year.

NMC Circular No. 8—deputy matron: A deputy matron shall be placed on the appropriate salary scale at the point that corresponds to the number of years during which she has been the senior of the assistant matrons in any training hospital of 500 beds or more.

Professional and Technical "A"

It has been agreed that the £50 salary increase awarded by the Industrial Court shall be payable as from April 1, 1951, to the following additional categories of staff:

1. Qualified staff lacking a certain part of the full qualification specified in the joint negotiating committee reports.

2. Medical auxiliaries who, although not possessing the specified qualifications, were before April 1, 1951, paid on the scales recommended by the Joint Negotiating Committee (Hospital Staffs) for qualified staff.

3. Medical auxiliaries without the specified qualifications who, before April 1, 1951, were paid on rates more favourable than the appropriate joint committee rate, provided that the resulting salary shall not exceed the maximum of the appropriate scale for qualified staff including the £50 added by P.T.A. Circular No. 7, and that any salary scale so increased shall not proceed beyond the maximum of the scale for qualified staff. If an increase of £50 would result in a salary higher than the maximum of the qualified scale the salary should be increased to the maximum of the qualified scale.

4. All other persons employed on April 1, 1951, as medical auxiliaries without the specified qualifications, provided their previous salary or the minimum of their scale is at least £310 and that any scale so increased shall not proceed beyond the maximum of the appropriate qualified scale. Those paid a salary or on a scale with a minimum less than £310 to receive a £40 increase.

Professional and Technical "B"

Salary scales or revised salary scales have been agreed for hospital engineers, engineers in local authority joint user institutions, and dental technicians. Whitley documents giving details of these agreements will be published in due course.

TRANSPORT by J. LANCASTER

New scales for some B.E.T. staff and Scottish companies

NALGO has negotiated new salary scales for some grades of staff employed by several of the companies controlled by British Electric Traction Ltd., and has made representations on behalf of all other staff not covered by the new figures. I shall give details as soon as the agreement has been signed.

One company, the "Midland Red," has adopted an attitude which it is difficult to understand. It has, I gather, circulated a statement that it has not recognised NALGO, and will never do so.

This is remarkable, since the general manager of Midland Red, Mr. D. M. Sinclair, and its establishment officer, Mr. Youngs, visited Headquarters some time ago, at Mr. Sinclair's suggestion, to discuss salary scales with the chief organisation officer and me. Mr. Sinclair knows that most of his staff are members of NALGO.

I can assure members employed by the Midland Red Co., and, indeed, all other members in company employ, that the Association is doing, and will continue to do, all in its power to reach satisfactory agreements on their behalf. The task is difficult with some managements, and may take time, but we shall succeed in the end.

Scottish group agreement

In Scotland, where the companies have given a lead to their counterparts in England and Wales by establishing negotiating machinery, the position is much better, and new scales have now been agreed which are a great improvement on the former scales. They provide for weekly rates as follows:

Clerical staff

(a) engaged on routine work under full supervision

MEN				WOMEN*			
Age	Rate	Age	Rate	Age	Rate	Age	Rate
	s. d.		s.		s. d.		s. d.
15	36 6	20	90	15	36 6	20	73 0
16	48 6	21	100	16	42 6	21	84 6
17	57 9	22	110	17	48 6	22	90 0
18	67 0	23	120	18	54 6	23+	95 0
19	79 0	24+	125	19	60 6		

*The scales for women include copy-typists.

There is a special scale for shorthand typists and comptometer operators:

Age	Rate	Age	Rate	Age	Rate
	s. d.		s. d.		s.
15	36 6	18	60 6	21	90
16	42 6	19	67 0	22	100
17	54 6	20	79 0	23+	105

(b) engaged on responsible work under supervision

Men 140s. Women 110s.

(c) engaged on work requiring initiative based on experience and of some supervisory character, but subject to supervision

Men 150s. Women 120s.

(d) work requiring special knowledge, i.e. secretarial, higher traffic work, control of small groups, etc., but subject to supervision

Men 160s. Women 140s.

(e) Cash clerks (44-hour week)

MEN		WOMEN	
Age	Rate	Age	Rate
	s. d.		s. d.
18	79 0	18	67 0
19	90 0	19	73 0
20	100 0	20	84 6
21	110 0	21	95 0
22	120 0	22	100 0
23	130 0	23+	105 0
24+	135 0		

The salary of an employee may be increased by an amount in excess of the normal scale increment on the grounds of special merit or ability.

(f) Booking and inquiry office staffs (44-hour week)

WOMEN ONLY			
Age	Rate	Age	Rate
	s. d.		s. d.
18	59 9	21	92 0
19	67 0	22	97 6
20	80 0	23+	103 0

Higher Clerical

(a) Employees performing duties which, having regard to their nature and responsibility, require a standard of knowledge and experience higher than for General Clerical Grades or involve administrative responsibility for sections or departments:

MEN	WOMEN
£8 10s. ×5s.—£9 10s.	150s.

(b) Employees engaged as supervisors of important sections of work or on responsible individual work requiring a high standard of experience and capacity, above that necessary for (a).

MEN	WOMEN
£9 15s. ×5s.—£10 15s.	160s.

District Traffic Superintendents—minimum of £9 2s. 6d. and thereafter on the following scale:

Vehicles	
Up to 20	£9 2s. 6d.
21—30	£9 7s. 6d.
31—45	£9 17s. 6d.
46—60	£10 2s. 6d.
61—80	£10 7s. 6d.
81 and over	£10 12s. 6d.

Chief Inspectors—£9 2s. 6d.

Ticket Inspectors, Driving Inspectors, Stance Inspectors and Female Inspectors—wage for 44-hour week (inclusive of an allowance in respect of Saturday afternoon and Sunday):

	On appointment	*After 1 year's probation*
Ticket Inspectors	£6 17s. 10d.	£7 7s. 10d.
Driving Inspectors	£6 17s. 10d.	£7 7s. 10d.
Stance Inspectors:		
Grade A	£6 14s. 2d.	£7 4s. 2d.
Grade B	£6 10s. 6d.	£7 0s. 6d.
Female Inspectors	£5 7s. 6d.	£5 17s. 6d.

LOCAL GOVERNMENT by J. C. HAMILTON

Equal pay claim referred to executive committee

AT A MEETING of the National Joint Council on January 16, the new salary claim noted on page 47, was referred to the executive committee. Other matters discussed included :

Equal pay for equal work—The staff side claim was also referred to the executive committee.

Promotion examinations—The Council accepted a recommendation of the Local Government Examinations Board that the examinations of the Land Agents' Society and of the Chartered Auctioneers and Estate Agents' Institute should be transferred from the "technical" to the "professional" list of examinations recognised for promotion; and that the Associate Membership Examination (Parts 1, 2 and 3) of the Institution of Sanitary Engineers be recognised for promotion in the same way as the Associate Membership of other "technical" examinations already included in the list.

L.G.E.B. examinations—It was agreed to write to local authorities from which no candidates have so far entered for the Board's examinations, pointing out that improved conditions of service and salary scales were introduced on the assumption that the standard of the service would be improved and that the staff, as a whole, would become better qualified.

Class Z and G reservists—The question of leave of absence for reservists called up for training during 1952 was referred to the executive committee.

Staffs of children's homes

The Standing Joint Advisory Committee for staffs of children's homes, which covers all administrative and supervisory staffs other than nurses and teachers in local authority children's homes and hostels, remand homes, approved schools, and approved probation homes and hostels, held its inaugural meeting on January 8. One of the committee's first tasks will be to consider salaries.

CLERICAL DIVISION EXAMINATION

The next Clerical Division Examination will be held on 9th and 10th June, 1952.

Applications to sit, which must be made on the prescribed form obtainable from the address below, must be received by the Secretary not later than **1st March, 1952.**

Copies of the Regulations and Syllabus may be obtained from the Secretary, price 6d. post free.

LOCAL GOVERNMENT EXAMINATIONS BOARD
37, Upper Grosvenor Street, London, W.1.

Chief officers' salaries

NALGO has reported for hearing by the Industrial Disputes Tribunal disputes with Derbyshire and Nottinghamshire county councils and with Northampton county borough, because of their refusal to give effect to the salary scales recommended by the Negotiating Committee for Chief Officers of Local Authorities.

Car allowances

The service conditions committee of the N.E.C. has asked the staff side of the N.J.C. to examine the application of the present scheme in the light of criticisms received from branches.

BRYLCREEM
grooms the hair cleanly*

...and clean grooming means
★ *Lustrous hair—free from excessive oiliness*
★ *A clean scalp—free from dandruff*

Clean grooming means perfectly controlled hair without excessive oiliness. It means lustrous hair, natural looking hair that will stay neatly in place all day. Yes, the pure oils in Brylcreem are emulsified for clean grooming and for healthy hair. Yes, with massage, a clean healthy scalp is yours for the asking. Brylcreem, the perfect hair-dressing, comes in tubs 1/8, 2/6 and 4/6, or handy tubes 2/6.

BRYLCREEM YOUR HAIR

reyds 55/77

GAS SERVICE by G. H. NEWMAN

Early agreement expected on Intermediate grades pay claim

THE employees' side of the National Joint Standing Committee for Intermediate Grades met on January 22 to prepare the claim for presentation to the employers' side for an increase in the rates of pay of intermediate grades in the light of the recent increases awarded to the staff (reported in the January issue of "L.G.S."). The Joint Standing Committee was due to meet on January 31, after this journal had gone to press.

National Joint Council

The next meeting of the National Joint Council is to be held on March 26. In the meantime, however, the staff side expects to receive the employers' reply to its proposals for the payment of overtime. In addition, the staff side is still considering several others matters, including motor car allowances, reduced purchasing rates for staff, revision of the holiday agreement, special scales for shorthand typists and machine operators, the right of appeal of the employee claiming higher status, and the right of appeal of the employee under 26 years of age claiming a higher grade.

Senior officers

Preparations are well advanced for holding the ballots under Clause II(*a*) of the Constitution of the Senior Gas Officers Joint Council, to determine which categories of officers shall have their terms and conditions of service settled by negotiation.

An early meeting is expected of the *ad hoc* advisory panel which has been set up to ensure the maximum co-ordination of views between senior officer members and their representatives on the Joint Council.

Superannuation

Members often ask us what stage has been reached in drafting the superannuation scheme. The scheme is not a matter for negotiation in the same way as salaries and other service conditions, but when the Gas Council and the Minister have reached general agreement on the provisions of the scheme, NALGO is to have an opportunity of submitting observations before it is finally drafted in legal form. We are not losing sight of the matter and make frequent inquiries of the Gas Council.

ELECTRICITY by L. G. MOSER

Salary increases claimed for "managerial" grades

THE STAFF SIDE of the National Joint Managerial and Higher Executive Grades Committee met on December 19. Realising that some time must yet elapse before salary scales are finally agreed for all staff covered by the committee, the staff side considers that some immediate adjustment should be made to existing salaries to bring them into line with the increased cost of living. An application has accordingly been made for an increase of 15 per cent on all provisional salaries.

Proposals for salary scales and their application to certain managerial grades have now been received from the Board's members. The staff side is expected to meet soon to consider them, and NALGO's representatives consulted with the *ad hoc* advisory panel at its first meeting on January 4. T. NOLAN was elected chairman of the panel, and H. N. WILSON, secretary to the Midland Division, vice-chairman.

National Joint Council

The Council has agreed that as from January 1, 1952, women tracers shall be paid on Class A of the General Clerical scale as applied to men. Men tracers will still, however, progress through Class B, subject to the usual provisions.

The recent salary increases made it necessary to review the provisions of the holiday scheme and other agreements where entitlement is based on salary. It has been agreed that, as from June 1, 1951, where a salary figure below £500 appears in such agreements it should be increased by £47, and that where a figure of £500 or over appears it should be increased by £50.

Commercial grades

A joint sub-committee, consisting of representatives of the N.J.B. and N.J.C., has met to consider the difficulties which have arisen on the grading of commercial staff. It would be idle to pretend that the two sides are now fully agreed as to a reasonable line of demarcation, but the frank discussion should have removed at least some misunderstandings and difficulties. In an effort to make progress it has been agreed :

1. That employees in commercial departments who are required to undertake responsibilities of an *essentially* engineering character should be allocated to appropriate grades under the N.J.B. agreement.

2. That other employees in commercial departments should be allocated to appropriate grades under the N.J.C. agreement

PROVIDED

(i) that any case where demarcation is disputed shall be referred to an *ad hoc* joint committee of the District Joint Board and Council for allocation to the appropriate agreement, and

(ii) that, failing agreement, such cases shall be reported through the District Joint Board and Council to the joint NJB/NJC Co-ordinating Committee for determination.

The definition in the first recommendation is, of course, very broad, and much will depend upon whether those called upon to deal with disputed cases are prepared to interpret it with common sense. A narrow approach from either side will doom the procedure to failure, but if all concerned will approach the cases realistically, it may well enable us to clear this vexed problem.

22 members in New Year honours

THE NAMES of at least 22 members of the Association appeared in the New Year Honours list. They are :

KNIGHT BACHELOR

C. Campbell, O.B.E., town clerk, Plymouth.

C.B.E.

W. E. Adams, O.B.E., general manager, Harlow new town.
J. Compton, education officer, Ealing.
C. H. Walker, O.B.E., M.C., director of housing and valuer, L.C.C.
T. B. Wheeler, chief education officer, Middlesex.

O.B.E.

J. W. R. Adams, planning officer, Kent.
R. G. Berry, town clerk, Battersea.
Dr. A. A. E. Newth, senior school medical officer, Nottingham.
W. A. Rogerson, M.C., county surveyor, Holland.
W. A. Royle, chief commercial officer, North Eastern Electricity Board.
E. J. Waggott, town clerk, West Hartlepool.

M.B.E.

H. N. Best, clerk, Chanctonbury R.D.
J. Culley, chief clerk, town clerk's office, Nottingham.
F. H. Dabbs, registrar, Enfield.
H. Gurney, cleansing superintendent, Tottenham.
A. Hopkins, divisional distributing engineer, West Midlands Gas Board.
R. W. Hornbrook, food executive officer, Plymouth.
H. W. C. King, borough treasurer, Kidderminster.
Miss W. E. Ponter, matron, St. Martin's Hospital, Bath.
A. Rogers, engineer and surveyor, Caerphilly U.D.
Miss Barbara Thrupp, housing manager, Mitcham.
W. C. Todd, principal probation officer, Middlesex.
A. Tyler, chief sanitary and housing inspector, Bath.
T. Weir, J.P., private secretary to the Lord Provost of Glasgow

Time marches on!...

DID YOU HIBERNATE IN JANUARY?

If you did, then let us remind you — with the object of creating alarm, if not despondency — that your active colleagues who took our advertisement to heart are already preparing for a qualifying examination — but what of you . . . . . ?

Time marches on, but February is not too late to start preparing for the 1953 examinations, particulars of which are given in our Prospectus—'Advance'.

Single subject courses in Statistics . . . Sanitary Science . . . Interpretation of Statutes . . . Nationalised Industries Administration . . . Electricity Supply Law . . . Landlord and Tenant . . . Arbitration . . . Pure Mathematics . . . Political Institutions, and many others, can also be arranged to suit your individual requirements.

NALGO CORRESPONDENCE INSTITUTE

1, YORK GATE, REGENT'S PARK, LONDON, N.W.1

Readers' Forum

LOCAL GOVERNMENT SALARIES

Comparison with bank clerks' pay

AN ADVERTISEMENT of one of the "Big Five" banks, the gist of which is set out below, has changed the view I have held until now that salaries and conditions in local government have not declined more than in other comparable occupations since the war:

There are excellent opportunities for young men with ambition, resource, and initiative, in the bank's service. They may aspire to the highest executive positions, and one out of every two who now enter the bank will probably be required to fill a managerial post or other responsible appointment.

Character and ability determine promotion, which is competitive at each stage. To encourage its staff to qualify for early recognition, the bank has a comprehensive training scheme, which includes residential courses at its training centre and staff college.

Clerical staff salary scales, in abridged form, are:

Age	*Grade C* £	*Grade B* £	*Grade A* £
17	160	—	—
20	220	—	—
24	310	350	380
28	490	525	600
31	550	600	—
39	650	Salary will then progress according to status.	

Entry is to Grade C, but after three years, and at minimum age 24, clerks are eligible, on merit and potentiality for management, for transfer to Grades B and A.

In addition to the salaries quoted, the bank makes a quarterly cost of living payment at present running at the annual rate of 25 per cent of salaries.

All clerical staff working in the London postal area also receive a special allowance of £50 per annum.

If the bank pays its "General Division" staff £687 10s. (£737 10s. in London) at age 31, and a maximum of £817 10s. (£867 10s. in London) at age 39 for routine clerical duties, there is something wrong with local government salaries where only Grades A.P.T. 9 and 10 exceed the bank's lowest scale.

Although I have been in local government for 17 years and hold a professional qualification and a position of some responsibility, my salary on an A.P.T. Grade is about £200 less than that of a bank clerk without special responsibilities.

CHARLES FOSTER

1a, Woodfield Avenue, Ealing, W.5.

Sanitary inspectors' pay

THE AUTHOR OF "Foresight's Saga" in the January "L.G.S." assumes that a present-day salary of £785 is equivalent to a pre-war salary of £350.

NALGO's negotiators, however, appear to be satisfied that a salary grade of £470 to £575 (£605 in special cases) is a fair alternative to the pre-war salary of London's sanitary inspectors, namely £285 to £450 (more in certain cases).

Working on the basis of your story, the salary grade should be £800 to £1,008! When is this injustice to be remedied?

ERNEST S. POWER

Town Hall, Wembley, Middlesex.

LATER RETIREMENT

Pension changes needed

YOUR LEADING article in the January "L.G.S." is interesting, and, in the present circumstances, may I suggest that NALGO should consider stating a case for amendment to the Local Government Superannuation Acts to enable:

(a) a man or woman to continue working after the recognised retirement age and draw his or her pension;

or, at the very least, as you have suggested,

(b) to enable a man who continues working after retirement age thereby to earn a higher pension, but with the proviso that at any time after normal retirement age, though before actual retirement, he should be able to opt for securing a pension for his wife should he predecease her.

It seems not only anomalous but contrary to the public interest that although a man may continue working after retirement age and draw his pension, he must leave the local government service and thereby deprive it of his valuable experience.

With regard to (b), unless this or a similar arrangement can be made, a man may well feel that the prospect of a higher pension is not worth the risk that his wife may be left without a pension if he dies before he retires. This risk, of course, always exists, but obviously will weigh more heavily on his mind the older he becomes.

A MEMBER

These points are being considered.

Letters for the March journal must reach the editor, 1 York Gate, Regent's Park, London, N.W.1, not later than Tuesday, February 12.

"Let women go sooner"

YOUR JANUARY leading article says: "In the public services, in the main, officers—and their employers—regard it as one of the facts of life that a man must retire at 65—or even 60—and a woman at 60."

This is incorrect. Women who entered the service after they were 20 must go on working until they have completed 40 years' service or reach 65 (unless they wish to forgo all their superannuation rights), and lose the National Insurance pension to which (if, as is most probable, they started work at 15 or 16) they become entitled at 60. Surely the time has come for some compromise in their case? Is it fair to ask them to continue until they are 65, unless they retire on a break-down pension, while women in other services and in business can retire at 60 after 30 years' service, and receive a pension accordingly?

M. C. L.

Our correspondent is, of course, correct, and we were wrong. The normal pensionable age for women is 65, not 60. We were thinking of nurses, who may retire at 60.

THE "CLOSED SHOP"

Not a "democratic right"

MR. MUIRHEAD, who, in the January "L.G.S.," defends the "democratic right" of local authorities to impose a closed shop, must excuse me if I take him to task on his terminology. There is no such thing as the "democratic rights of local authorities," since these elected bodies have only those rights given to them by law, i.e. legal rights. I do not dispute the existence of the legal right of local authorities to enforce the "closed shop" principle; what I suggested was that this legal right does not command national support and should therefore, with the assistance of our union, be allowed to fall into disuse or be revoked.

Mr. Muirhead cannot have it both ways; if he wants trade unionism and democracy, which is definable as "government by the people, direct or otherwise," then he cannot have a union composed of conscripts unless the people as a whole, and not just Durham county council, want this. Mr. Muirhead asks why non-union members should benefit from improved conditions secured by and at the expense of union members. I suggest that it is the price we pay for democracy in our union movement. Mr. Muirhead says, in effect, "You be a trade unionist and like it!" As it happens, I do like it, but I also like to have a choice in the matter. This he calls irresponsibility; I may be wrong but it seems to me to be the very essence of democracy.

M. T. SLEIGHTHOLM

619, Stonegate Road, Moortown, Leeds.

A new statement of N.E.C. policy on the "closed shop" appears on page 47.

LONDON WEIGHTING

Too much secrecy?

THE FOOTNOTE to the letter from "Dum Spiro, Spero," in the January "L.G.S." advanced the view that "secrecy will serve a useful purpose if it results in a satisfactory settlement."

The suggestion that not reporting progress of negotiations influences their result may be hard for some of us to swallow.

By the same method of reasoning, those of us who are dissatisfied with the outcome of negotiations may feel inclined partly to blame this policy of "say nowt."

Is it not astonishing that we do not even know what the original claim for increased London weighting allowance was, particularly when we recall the words of E. A. S. YOUNG, at the 1951 Conference, exhorting us not to compare our salary award unfavourably with that won by the L.C.C. Staff Association "until we see what follows from the consideration of London weighting which is already on the N.J.C.'s agenda"?

If the N.E.C. wants to keep our confidence, it must reject "muzzlemania."

Honorary P.R.O., L. D. ROBERTS
Islington Branch.

The issue is whether members want information—or results. Their negotiators believe that on some matters, including this, "secret diplomacy" is essential to success.

Travelling allowance instead ?

IF PASSING approved examinations cannot guarantee promotion without the successful officer having to transfer to another authority, I suggest that a travelling allowance should be paid.

At present, London weighting is paid to officers working in London, whether they incur any expense or not, and even though it is not necessarily dearer to live in London (I have worked there for many years, and always did my shopping in London because it was cheaper!). London weighting should be dropped and an allowance paid to any officer in any part of the country who travels more than a certain minimum distance to work.

A similar scheme works well in the building trade. It entitles a workman to 1d. a mile in excess of the first four miles.

71, Leonard Avenue, A. L. HIBBIN
Swanscombe, Greenhithe, Kent.

CIVIL DEFENCE OFFICERS

Standard salaries wanted

HAVING been a member of NALGO since September, 1950, when I first became a local government officer in my county civil defence organisation, I look forward to the time when civil defence will be mentioned in "L.G.S." There are a number of anomalies in this branch of the service, the chief being the variance throughout the country of the salaries of civil defence officers and their assistants.

MURRAY B. MATHESON
Assistant Civil Defence Officer,
Belper, Derbyshire.

NO INCENTIVE TO STUDY

"Qualifications unrecognised"

I AGREE with "Stooge," who wrote in the January "L.G.S." that there was no incentive to study for examinations. I am employed in the General Division by the West Riding county council, which, although it pays grants of £30 to successful candidates for the D.P.A. or University degrees, does not recognise professional qualifications at all.

"NEVER AGAIN"

PENSIONER'S LOSS

Effect of "wage freeze"

THE INCREASING cost of living is falling hard upon the retired officers. Those making application under the Pensions Increase Acts, 1944 and 1947 have had to suffer a deduction from the increase (ceiling £45) seemingly due to them because of the "bonus content" in their five years' average, so their £45 may thus be whittled down to, say, £15.

If it is fair to deduct the "bonus content" in this way, would it not also be fair to reverse the process for newly retired officers and allow them the "bonus content" of the increased pay they would have received had there been no "wage freeze"? I believe civil service pensioners already enjoy something of the sort.

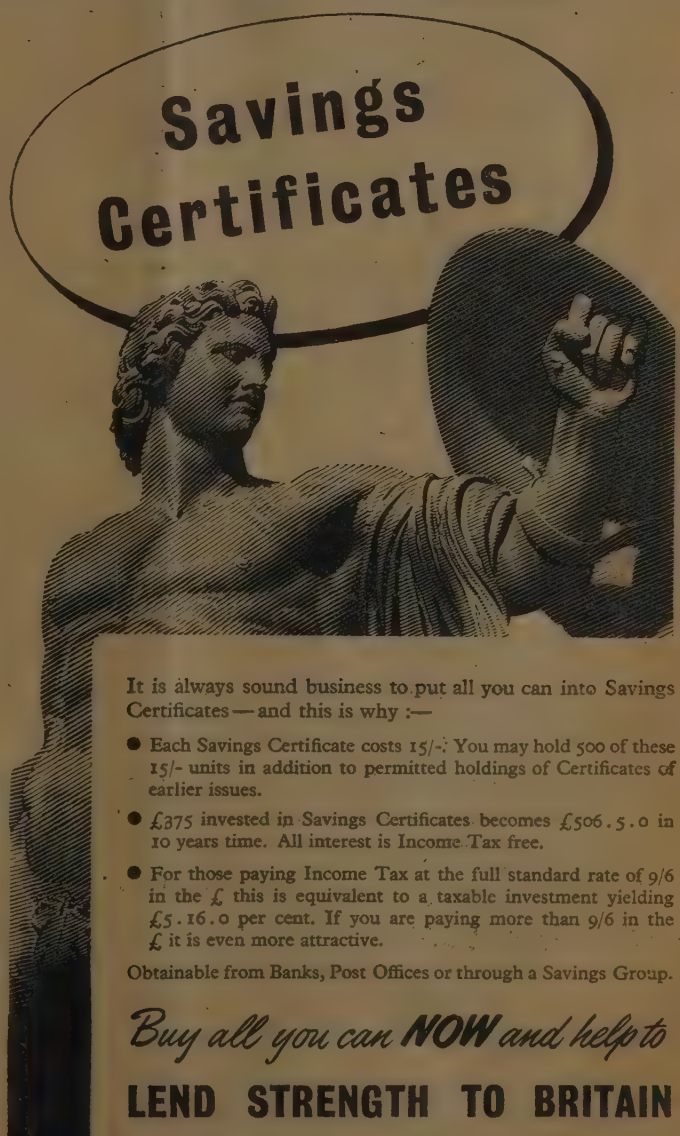
The health service has waited three years for adoption of its salary scales; some part of the increases now given should therefore properly be related to the past three years. A recently retired officer is deprived of that small benefit in his pension.

YOUR HEALTH

VENEREOLOGY TECHNICIANS

Leaving the service

THE LETTER from Mr. Henderson in the January "L.G.S." has been read with great interest by the technicians in the Bristol clinics, where, during the past year, three V.D. orderlies, S.E.A.N.s, disappointed at not being employed as



It is always sound business to put all you can into Savings Certificates—and this is why :—

- Each Savings Certificate costs 15/-. You may hold 500 of these 15/- units in addition to permitted holdings of Certificates of earlier issues.
- £375 invested in Savings Certificates becomes £506.5.0 in 10 years time. All interest is Income Tax free.
- For those paying Income Tax at the full standard rate of 9/6 in the £ this is equivalent to a taxable investment yielding £5.16.0 per cent. If you are paying more than 9/6 in the £ it is even more attractive.

Obtainable from Banks, Post Offices or through a Savings Group.

Buy all you can ***NOW*** *and help to*

LEND STRENGTH TO BRITAIN

Issued by the National Savings Committee

such, have left to take more gainful non-nursing occupations. Such is one result of the delay in straightening things out.

A further anomaly is that V.D. orderlies in the hospital wards, obtaining S.E.A.N. qualifications, are employed as "assistant nurses," while clinic staff holding the same qualifications, and undertaking even more responsible duties, are employed as "orderlies" at the lowest rate of pay.

The medical director is perturbed at the low standard of technical knowledge of the replacements supplied to the clinics, and, while such conditions continue, the future outlook for recruitment of suitable clinic staff is as bleak as the prospect of maintaining the previous high standard of efficiency in V.D. out-patient departments.

INTERESTED OBSERVER

LOCAL SELF GOVERNMENT
Do we practise what we preach?

TWO SENTENCES in the December "L.G.S." made an interesting comparison.

Page 657 : *Heading*—There *is* scope for enterprise in local government ; first paragraph: "Despite the drastic reduction in the powers and duties of local authorities since 1945 . . ."

Page 665 : *Heading*—Germany's doubtful democrats ; in the second paragraph : "It was part of the British aim to provide the citizens with the opportunity to administer their own affairs, free from the central direction which was a salient feature of pre-war German local government."

Is this a case of "Do as I say and not as I do"?

West Midland Gas Board, Birmingham District. R. HAIGH

LOANS FOR HOUSE PURCHASE
Information wanted

I HOPE to complete, by the end of March, a study of the history and administration of local authorities' house purchase loan schemes under the provisions of the Small Dwellings Acquisition Acts or Housing Act 1936, for the Institute of Public Administration. Since there must be many members of NALGO who are or have been responsible for administering these schemes, who could add interesting information from their own experience, I am appealing to them to send me letters or short reports.

My own experience covers a period of more than 25 years, but much depends on the district, local conditions, activities of the building societies, and so on, and comments from other areas would therefore be valuable. They may deal with any aspect ; historical, legal, organisation and method, or any specific problem which may have arisen.

"Caledonia," Grove Road, Bladon, Oxon. S. CRESSEY

HOLIDAY CENTRES
Preserve informality

AS ONE who has "Enjoyed Croyde" for at least nine seasons, I strongly object to the suggestion made by "Whatsit" in the January journal that more formal dress should be worn at the NALGO holiday centres.

The unwritten law against collars and ties was introduced many years ago in an attempt to keep the camp as informal as possible, but this has never, to my knowledge, been strictly enforced on any camper, much less on elderly people.

On "Ladies' Night," when the women honoured us by appearing in their evening gowns, we used to return the compliment by wearing white shirt and cream flannels. Nowadays, "greys" are not considered discourteous.

The growing tendency for the younger generation—even the three-year-olds—to wear ties spells danger to the "old 'uns," who are afraid that before long it will be "white tie and tails" for dinner. No, "Whatsit"! Leave Croyde as it was in the good old days—and, ladies, please, *no stockings.* "HUMPTY"

This local government

"A discussion ensued on the new street lighting columns."
Sent by Miss M. C. Hamilton, Prestwich

A BRANCH JUBILEE
How many contemporaries?

THE FIFTIETH anniversary of the inauguration of the Lambeth Municipal Officers' Association takes place in March next. I wonder how many properly constituted associations of local government officers existed in March, 1902?

Lambeth Town Hall, Brixton Hill, S.W.2. S. BRADLEY *Hon. General Secretary*

Foresight's bagpiper

YOUR impersonal and soulless "Foresight" gave one hint of humanity—when he "met Margaret dancing to pipe music at the Edinburgh Conference." But why illustrate the incident with a picture of what appears to be a Gurkha soldier carrying on his shoulder a contraption which only a contortionist could control? What is this thing and how does it work?

Glasgow. JOHN LIVINGSTONE

Apologies to all Scottish readers, who have "laughed like parrots at this bagpiper." In future, our artist will stick to the mouth-organ!

Headquarters announcements

Holidays by air

MANY OF THE continental "flying holidays" arranged by NALGO and described in the December "L.G.S." are already fully booked. But there are still vacancies on the following holidays, and members wanting a complete continental holiday at a total cost *less than the normal air fare* should make a provisional booking at once.

By air, with 14 days at hotel

Biarritz : May 24 & August 30—£34
Gothenburg : June 21—£42
Wengen : June 28—£36 10s.
Vienna and Portschach : July 7—£41 10s.
Lugano and Lucerne: August 24—£38 10s.
Salzburg : September 6—£39

By train, and 12 days at hotel

Neuchâtel : August 3—£25 10s.
Brienz : August 24—£29 10s.
Mentone : July 6—£32

Life membership of B. & O. Fund

MEMBERS are still applying for life membership of the fund, at the rate of £2 2s. The fee was increased to £3 3s. at the last Conference.

Knole Lodge

NALGO's own convalescent home, Knole Lodge, is the ideal place for members or their dependants recuperating from, or warding off illness. The cost is 5½ guineas weekly, and members of the NALGO Provident Society will receive benefit of four guineas weekly, for two weeks. The B. & O. Fund will also help applicants in cases of genuine hardship. Hospital Savings Association and Hospital Saturday Fund contributors qualify for the usual benefits when using Knole Lodge.

Menu covers

A new stock of B. & O. Fund menu covers will soon be available at 25s. a 100. Proceeds go to the Fund.

Whist score cards

The B. & O. Fund provides score cards free to branches holding whist-drives to raise money for the Fund, or they may be bought at 3s. 6d. per 100

MY BOOKSHELF

by EDWARD KAY

NEVILLE HOBSON's **The Borough, Urban and Rural Councillor,** on which I wrote with some enthusiasm in this column in February, 1947, has been turned into a more ambitious publication by PETER DOW under the title **Hobson's Local Government** (Shaw, 84s.). It is a 1,300-page local government encyclopaedia, arranged alphabetically by subjects, well-indexed and simply written. The articles dealing with local authority procedure, such as those on meetings and standing orders, bear the impress of a logical and experienced hand.

Unfortunately, the other articles contain some inaccuracies and the writers do not seem clear in their own minds whether they are dealing with county districts only or with all local government. There is a tendency, too, to waggish or didactic writing: we don't look in an encyclopaedia for advice on keeping offices free from litter nor for an article on "women" with the portentous comment: "Let there be many more women on local authorities; but, *entre nous,* not too many." There is a sound little article on NALGO and a slight but accurate account of Whitleyism; no other local government trade union, however, gets a mention.

Our towns in history

A hundred years ago, trade in corn was made free in this country; the Industrial Revolution had reached its culminating point; a major milestone in history had been passed. The people of Manchester rightly see in the Free Trade Hall a symbol of such stirring achievements. Built to help the anti-Corn Law party in its campaign, it has been the scene of many historic meetings and the centre of rich political and cultural life. Its interior was destroyed by the Germans in 1940 and has now been reconstructed by the corporation in a style better suited to modern needs. A brochure which merits serious reading commemorates the reopening and justifies the lord mayor's claim that "the name of Manchester shines in the realms of culture, of music, and of scholarship. Her name is great in the fields of religion, politics, industry, commerce and sport." For a full and vivid account of what Manchester does today and how she manages it, you should read **Manchester and How it is Managed,** published by the Municipal Information Bureau.

On a smaller scale, but equally characteristic of our national life, is Swindon, a lively market town before the Great Western Railway built a new town and set up a great new industry there. The corporation celebrated the jubilee of the town's incorporation (when the old and the new towns were made administratively one) by publishing **Studies in the History of Swindon** (10s. 6d.). It covers a wide range—from prehistoric to modern times—somewhat unevenly, but the essays, though making no attempt at popularisation, are for the most part readable.

Youth work

Two Glasgow university research workers, T. FERGUSON and J. CUNNISON, in **The Young Wage Earner** (Oxford, 8s. 6d.), publish a study of 1,300 Glasgow boys who left school in 1947. They do not suggest how many of the boys might have been diverted from the unsatisfactory courses into which they drifted, but they make a valuable analysis of the causes, among which bad housing and poor physique predominate.

Other books received

(The asterisks indicate the interest of the book's contents for NALGO *readers, not necessarily its qualities. One asterisk means that it has some interest, two that it has considerable interest, and three that it is strongly recommended.)*

***Youth Employment Service,** 1950–1951. London County Council.

***Hotel and Institutional Housekeeping.** Edited by O. G. GORING. Published by the Hotel and Catering Institute, 12s. 6d.

***Regional Administration** (of Central Government) by J. G. GROVE. Fabian Society, 1s.

****The Evolution of Local Government,** by SIDNEY WEBB (1889). Municipal Journal, 3s. 6d.

****The Health Services: some of their practical problems.** Allen and Unwin for the Institute of Public Administration, 10s. 6d.

***Training and Promotion in Nationalised Industry.** Allen and Unwin for the Acton Society Trust, 10s. 6d.

***Office Management: the tasks of getting things done.** Office Management Association, 7s. 6d.

At Random

by 'HYPERION'

Cheering news for C.D.O.s

Protection against the atomic weapon and all that accompanies it, is really incredibly simple . . .—*Letter in Southern Daily Echo.*

Money—and your life

A man was crossing some waste land and came to a pylon carrying electric cables. At its foot was a huge notice board, which said in large white letters on a black background:

> *"To touch these wires means instant death. Anyone found doing so will be fined* 40 *shillings."*

The curse of science

Schoolboy: "I used to stay home all week with a cold. Along came these miracle drugs, and now it's back to school the next day."

Aye, you've met him

"What is a sensitive person?" said the cracker to the Roman candle.

"A person who, because he has corns himself, always treads on other people's toes," answered the Roman candle in a low whisper; and the cracker nearly exploded with laughter.—*Oscar Wilde.*

Obvious

They say that when police were put on to the exits of the South Bank site to prevent thieving during the building of the Festival, one labourer was often stopped as he wheeled out a barrow of straw. Determined to run no risks, the police always thoroughly searched under the straw and found nothing. The other day one of the policemen saw this labourer in a pub and said: "Well, the Festival is over now and whatever you got away with, you might as well come clean. What were you taking when we searched your barrow?" Said the labourer: "Barrows, of course."—*New Statesman and Nation.*

Psychology

Miss Georgina P. Mathie, principal psychologist, County of Stirling, quoted the case of a nine-year-old boy who ran amok with a hatchet in the large family of which he was a member, saying, "There are far too many bairns here." She showed how by psychological treatment he became completely adjusted and several years later he was working a guillotine in a printer's establishment.—*Rossshire Journal.*

A joy either way

There's a difference between beauty and charm. A beautiful woman is one I notice. A charming woman is one who notices me.—*John Erskine.*

With the gods

Those on wages
Sit near stages;
Those on salary
In the gallery.

—Christian Science Monitor.

What, no miasma?

He mentioned that baths first came into fashion in the 'fifties, and caused much annoyance to a certain old colonel since they encumbered the officers' luggage. "These young men," he complained, "keep washing themselves till there is not a bit of natural smell about them."—*E. S. P. Haynes.*

"ABINGDON" WRITES HIS NALGO DIARY

"IF YOU WANT equality, you must work for it." That is the motto of women in the North-Western district, and since 1946 they have been putting it into practice, by forming more and more women's sub-committees in branches, by seeking election to branch executives—with striking success—and by organising an annual conference of women delegates to discuss their particular problems.

The latest conference, organised by the district women's services sub-committee and held at Chester towards the end of last year, showed how far the movement had gone. It was attended by 145 women delegates from Lancashire, Cheshire, and North Wales branches, who spent a busy day discussing equal pay and superannuation. MISS TOWNSON, one of the district's N.E.C. members and the only woman on the staff side of the local government National Joint Council, had a forthright reply to the argument that adoption of equal pay would put women out of work. "On the contrary," she said, "the example of the hard work done by women would be an incentive to the men!" The conference—which also heard MISS SIMS, chairman of Stretford branch, on superannuation—was itself a guarantee of that.

M.P.s support claim

WHILE women must continue the fight, they will be encouraged to know that 84 M.P.s have put down their names to DOUGLAS HOUGHTON's motion on the Order Paper of the House of Commons calling on the Government to announce a date when it will introduce equal pay in the civil service. To this, two M.P.s have tabled an amendment to include also the teaching profession and the local government, police and fire services.

Branch secretaries have been sent the list of supporting M.P.s with the suggestion that members should write to those not on the list, urging them also to support the motion when it comes up for debate.

Holiday centre bookings

IN THE FIRST fortnight of January, more than 1,000 application forms, representing between three and four thousand bookings, were received for the NALGO holiday centres at Croyde Bay and Cayton Bay. On January 1, when booking opened, the number was 478.

Most of these are for August, when the holiday centres could be filled three or four times over. Every year, some members try to "beat the gong" by sending in their applications well before January 1, in the hope that they will be at the top of the pile. But this would give them an unfair advantage, so Headquarters returns all advance applications received before Christmas, with a reminder of the opening date. No bookings are made before January 1, but on that day the applications received are "shuffled" just as they come from the postbag. My picture shows this being done—with W. C. ANDERSON, deputy general secretary, and J. E. JENKINS, financial officer, at the head of the table to see fair play.

Since the holiday centres can take only 560 visitors a week (Croyde, 290; Cayton, 270), accommodation for the school holidays period soon goes, but there is still plenty of room in June, July and September. They open on May 31 and close on September 27 (Cayton) and October 4 (Croyde). But with so heavy a demand, early bookings are essential.

Holiday centre bookings being allocated on January 1.

The good old days

HOW MANY, I wonder, of those who complain about NALGO's alleged "inactivity" today can remember what pay and conditions in the public service were like before it came along to cleanse the Augean stable and introduce national bargaining? I have just had a vivid reminder in a cutting from an Edinburgh newspaper of January 1902 — exactly fifty years ago—sent me by A. W. SPENCE.

It records a spirited debate in Edinburgh city council over an application by an assistant registrar to have his salary increased from £65 to £75 a year. Condemning this, one councillor said that "highly-paid officials should not have their salaries increased when ordinary people are getting less" and went on to allege that "if this man had not had a member of the council to look after him, he would have passed with the crowd."

Another councillor moved that the assistant registrar's salary be reduced by £25, explaining that "only when some of the officials are satisfied that the council intends to make one or two examples will these applications cease."

The council did not support him—but it "decided by a large majority against increasing the salary."

Film shows without tears

EXPERIENCE has shown the film show to be one of the most effective media of public relations, and one which can readily be used by any branch able to find a suitable hall. The public relations department at Headquarters—which has already published three lists of films on local government, health, electricity, gas, and transport—has now prepared a comprehensive leaflet of "Hints on running a film show." Advice is given on how to choose and fit out a hall, find a projector, plan the programme, book the films, and obtain an audience, and there is a complete list of regional films officers of the Central Office of Information, who are ready to put on a show wherever an audience can be obtained, at no cost to the organisers. With this advice, and the lists of films, any branch should be able to stage a successful show with little trouble and no tears.

To save paper and cost, the leaflet is not being circulated to branches, but members interested can get a copy by writing to the public relations officer at Headquarters.

Triplets—a year apart!

DEREK GAUL, a finance clerk in the No. 10 group H.M.C. at Cromer, had more than the usual end-of-the-year accounting problems when his wife presented him with a baby boy on December 30, 1951, and with another boy and a girl on January 3, 1952. The event, rare in medical annals, hit the national headlines and I add my congratulations to the many the proud parents have received. Mr. Gaul is an active member of the Norfolk county branch and of its executive committee, and also sits on the district consultative committee for health staffs.

Chess champions

THE NALGO CHESS team, which celebrated its revival last year by winning the Hector Munro cup in Division IV of the Postal Chess League, has maintained its unbeaten progress. Promoted to Division III, it has now won the championship of that, too, with the O'Hanlon Cup, and gained promotion to Division II. The champion team are N. S. Coles,

Yiewsley, Middlesex; H. Dolphin, Nelson; J. W. Haycock, Rotherham; J. Johnson, Liverpool; P. Laidlaw, Edinburgh; C. F. Novotny, Manchester; G. S. C. Richards, Hereford; L. Shires, Crewe; J. W. Vernon, Stranraer; and G. W. H. Williams, Hereford.

Of 40 games played, they won 29, drew four, and lost seven, gaining 31 points—well above the next highest score.

There are now two other teams—"B" which finished seventh in Division IV, and "C," which is doing well. All games are played by correspondence and the organiser, G. W. H. WILLIAMS, 33, Lichfield Avenue, Hereford, would be glad to hear from any other members interested—with a note of their playing strength.

No autographs for Mr. Blandish

MANY PEOPLE, ranging from police sergeants, and civil servants earning £250 a year or more to magistrates and professional men, are authorised to witness Ministry of Pensions forms and other documents. But local government officers are not included in the list. Why not?

The question was raised at last month's meeting of the N.E.C. service conditions committee, in a letter from Portsmouth branch which, apparently, considered that their omission was a slight on the service, whose members were no less "capable and responsible persons" than those who enjoyed the privilege.

But, while agreeing that local government officers were capable and responsible, the committee doubted whether the majority would relish this particular responsibility. It was pointed out that many of those authorised to sign forms did not welcome the privilege, which "exposed them to a continuous stream of callers at their homes, sometimes at most inopportune hours." Sharing this view, the committee decided to leave the L.G.O. unhonoured and untroubled by the blandishments of form-filling autograph hunters.

Officer and councillor

I HEAR of yet another member who serves local government as both officer and councillor. He is H. LAYTON, of Gloucester county branch, who is a member of Gloucester city council.

Lawyers' Christian Fellowship

IN CELEBRATION of its centenary this year, the Lawyers' Christian Fellowship is holding a centenary meeting in the hall of Westminster chapel, Buckingham Gate, London, S.W.1, on February 20 at 6.30 p.m., with tea from 5.30 p.m. Membership of the Fellowship is open to all lawyers and law students, and details can be had from Francis Coningsby, Spencer House, Tadworth, Surrey.

Thrift in the north

THE LOCAL authorities' savings league trophy for the best savings record during the half-year to September 30 last has been won by South Shields, a third of whose employees saved an average of 8s. 6d. each a week. The award, decided on a points system, has been won from Kingston-upon-Hull, which averaged 9s. 8d. a head but had only 27 per cent of the employees contributing.

Back from Korea

J. D. WILLIAMSON, north-eastern district officer, who has been on service in Korea since August, 1950, has now returned home looking remarkably tanned and fit. He has completed his military duties, and resumed work at the Newcastle office last month. MISS M. S. CHAPMAN, who joined the staff last year and has since been working in the north-east, has now gone to the Yorkshire district office at Leeds.

Retirements

MY GOOD WISHES to two members who have retired recently after long and outstanding service to the Association: F. T. BROMLEY, president of Wigan branch, member of its executive committee since 1921, and branch secretary.

CHARLES H. LAMB, former secretary and chairman of Southport branch and for many years a member of the North Western and North Wales district committee and provincial council.

Obituary

JOHN L. HOLLAND

WE REGRET to record the death on December 28, at the age of 80, of JOHN L. HOLLAND, former director of education of Northampton C.C., and president of NALGO in 1938–9.

Mr. Holland was an outstanding figure in the educational world and in NALGO, with the unique distinction of having entered both at the top. A secondary schoolmaster in London, he helped Sir Michael Sadler to inquire, in 1903–4, into the working of the new education authorities set up under the 1902 Education Act, and in 1906 was persuaded by Sir Michael to become Northampton's first Director of Education, a post he held until his retirement in 1950. He soon became a national authority, serving as President of the Association of Directors and Secretaries for Education and of the Educational Science Section of the British Association, and as a member of the Burnham Committee and of countless other Government and local government committees.

He joined the Northampton branch of NALGO in 1906, became its honorary-treasurer and president, and in 1936 was invited by the N.E.C. to become its vice-president—the first member to be appointed to such high office without previous service.

A man of exceptional knowledge, shrewd judgment, and dry wit, Mr. Holland played a leading part in the development of the Association's public relations and education work, in the solution of many wartime problems, and in the delicate negotiations which led to the reconstitution of the National Joint Council.

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For further details, syllabus and entry forms, apply to The Secretary,
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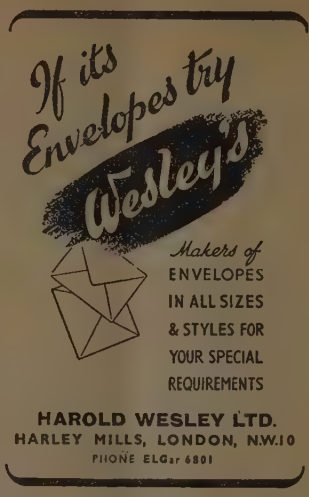

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Education notes

by K. S. CARTER

THE EXAMINERS' report on the October Intermediate Administrative examination makes disturbing reading, but a study of it should prove profitable to those taking the examination next April. Although the essay and précis examiner was fairly satisfied with the papers in his subject, the examiners in Local and Central Government commented upon the "deplorable" grammar and spelling of some candidates and found a general weakness in questions requiring a knowledge of history, appreciation of principles, or ability to argue a case. They were also disagreeably surprised at the low standard of answers in local government.

Every year, a few students criticise our correspondence courses because we emphasise that they should not merely learn the study notes by heart, but should read text-books and think for themselves about the problems of contemporary government. I hope the critics will read the examiners' report because I think it may help to convince them that a mere repetition of facts is not enough. Indeed, the examiners made it quite clear that they were not impressed by the answers to some Central Government questions which were obviously word for word repetition of a correspondence course.

I should like also to repeat my warning to Intermediate candidates not to neglect their preparation for the English and Local Government papers in the belief that they are already familiar with these subjects either from school work or from practical experience. The standard is too high for any but the exceptional candidate to be successful without proper study.

Economics proved the most popular optional subject and was usually taken with either Economic and Social History or Elements of English Law. Only two candidates took Logic and Scientific Method, and none took the additional paper in Welsh.

The percentage of successes in the age group 25—29 was relatively higher than that in the age group 20—24, and, of the three candidates over 50 who took the examination, two, both of them women, passed.

N.C.I Success

Those of you who read our advertisement in the January "L.G.S." will know that 60 per cent of the N.C.I. candidates passed the Intermediate Administrative examination, compared with 48 per cent over the country as a whole. We are pleased with this result, but hope to do even better next time.

TO HUGH BAYARD BERRINGTON, Surrey County Council, falls the distinction of being the first to win the Sir James Aitken prize offered by the Local Government Examinations Board for the best all-round Intermediate Administrative candidate.

Summer schools

Inquiries are already coming in about the Oxford summer school in July and the Paris school in September, and the standing sub-committee of the education committee is to meet early this month to consider draft programmes for these and for the Scottish school. We are expecting members of the staff of the Ministry of Housing and Local Government at Oxford again this year.

Health school

In the meantime, we are hoping to arrange for the short course for health service members to be at the Beechwood Court Hotel, Harrogate, from May 3 to 6. The programme will make provision for the students to divide into discussion groups to consider their own branches of the service, and to examine problems of co-ordination between the various authorities responsible for the National Health Service. Reservations for the school will be made on payment of a non-returnable registration fee of 10s. 6d.

Scottish notes

by J. L. ROBSON

AT A MEETING on January 16, the staff side agreed to submit to the next meeting of the N.J.I.C. a claim for an all-round increase in salaries, on similar lines to that made to the National Joint Council for England and Wales. At the same time, the Council is to be asked to consider means whereby, in the event of a continued increase in the cost of living, a basis of adjustment consequent on periodic reviews might be agreed.

An application for equal pay for equal work is also to be made at the next meeting of the Council.

Chief officers

A draft constitution for negotiating machinery for chief officers in Scotland was approved by the Joint Industrial Council on December 21 as a basis for discussion between the employers' side and appropriate staff organisations.

The draft, submitted by the local authority associations, is the result of discussions held during the past year between representatives of the employers' side of the J.I.C. and the associations. It aims to provide a similar committee to that operating in England to legislate for town clerks, chamberlains, county treasurers (holding separate posts as such), directors of education, and officials holding posts as heads of architect's, engineer's, surveyor's, and water departments, and such other heads of departments, deputies, or senior assistants as the committee may from time to time decide. Each class of officer is to have a separate negotiating panel. County clerks, part-time officials, and others in posts already covered by joint negotiating machinery are not within the committee's scope.

It is proposed that the committee shall comprise representatives of each of the employers' organisations and, on the officials' side, representatives from the interested professional associations and the employees' side of the J.I.C.

NALGO's representation on the committee has not yet been indicated, but since the Association represents more than 82 per cent of chief officers in the local government service in Scotland, we expect to be represented on the main committee and on any sub-committees or panels which may be formed.

The joint secretaries of the J.I.C. are to convene a conference this month to discuss the constitution, under the chairmanship of Baillie Bell, chairman of the J.I.C.

Retirement

D. M. MUDIE, who served the district committee for more than sixteen years, and had for some time been the honorary secretary of the Benevolent and Orphan Fund sub-committee, retired from office at the last meeting of the committee. He is succeeded by W. A. EASSON, of Dundee.

Obituary

MARY FORSYTH

Many branch officers have given years of faithful service to the Association, but none more than MARY FORSYTH, of Aberdeen, who died on December 31.

She had played an active part in the Aberdeen and district branch long before she became its secretary in 1940, and she established herself in the affection of members of both branch and district.

Endowed as she was with grace and charm, Mary will be sadly missed in Scotland. Many of us in the district have lost a friend, and NALGO has lost a loyal and devoted officer.

Win Friends, Popularity With Little Tricks of Everyday Talk

A well-known publisher reports there is a simple technique of everyday conversation which can pay you real dividends in both social and professional advancement and works like magic to give you added poise, self-confidence and greater popularity. The details of this method are described in a fascinating booklet, "Adventures in Conversation," sent free on request.

According to this publisher, many people do not realise how much they could influence others simply by what they say and how they say it. Whether in business, at social functions, or even in casual conversations with new acquaintances, there are ways in which you can make a good impression every time you talk.

To acquaint more readers of this journal with the easy-to-follow rules for developing skill in everyday conversation, the publishers have printed full details of their interesting self-training method in a 24-page booklet which will be posted free to anyone who requests it. The address is: Conversation Studies (Dept. LC/CS2), Marple, Cheshire. Enclose 2½d. stamp for postage

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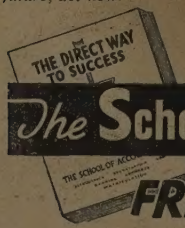

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I jumped into the first railway compartment which seemed empty, without noticing the little companion that was predestined to keep me awake all night. The train moved slowly out of the station. I gazed at the lights of Stockholm gently receding into the darkness, wrapped my rug around me and prepared to go to sleep. My eyes fell on a book left on the seat opposite by a previous passenger.

I took it up absentmindedly and ran through the first lines. Five minutes later, I was reading it as eagerly as a clue to a hidden treasure. I learned that everyone's memory is capable of fantastic feats ; that an ordinary person if he has taught himself to control the way in which his brain stores impressions can memorise accurately long and complicated lists of facts after reading them over only once or twice. It seemed unlikely then that I should succeed in filing away the interminable lists of figures, dates, towns, their populations, and reigning families, which had driven me to despair during my school days, when my memory was fresh. I thought I would test the truth of the statement.

I took a timetable out of my suitcase and began reading quietly in the manner prescribed, the names of about one hundred railway stations. I observed that, after reading them over a few times, I could recite the whole list off with hardly a mistake. With a little more practice I found I had committed them so completely to memory that I could remember them in the reverse order and even pick out one station from the list and say which number it was, and what were the names of the towns before and after it.

I was astonished at the memory I had acquired and spent the rest of my journey on more and more difficult experiments in memory, and reflecting how this new control I was achieving over my mind would materially help me to a greater success in life. After this, I worked hard at this wonderful memory system and within a week I found I could recall passages from books and quote them with ease : names, addresses and business appointments were remembered immediately ; and in four months I had succeeded in learning Spanish.

If I have obtained from life a measure of wealth and happiness, it is to that book I owe it, for it revealed to me the workings of my brain.

Three years ago, I had the good fortune to meet its author and I promised him to propagate his method and today I am glad of this opportunity of expressing my gratitude to him.

I can only suppose that others wish to acquire what is, after all, the most valuable asset towards success in life.

Borg's address is : D. C. Borg, c/o Aubanel Publishers, Mentone House, Killiney, Co. Dublin, Eire. Apply to him for his little book, "The Eternal Laws of Success." It is free to all who wish to develop their memory.

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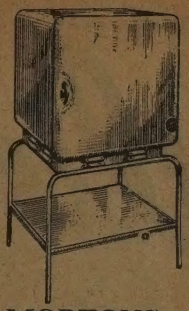

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